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**THE INFLUENCE OF SOCIAL CAPITAL ON RESOURCE MOBILIZATION
AMONG COMMUNITY-BASED ORGANIZATIONS IN KIBERA, KENYA**



**DISSERTATION SUBMITTED TO STRATHMORE UNIVERSITY BUSINESS
SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF COMMERCE DEGREE OF STRATHMORE
UNIVERSITY**

MAY 2025

STUDENT'S DECLARATION

I declare that this dissertation has not previously been authorized for a degree by this or any other university. The dissertation does not include any previously published or written information unless explicitly stated.

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Date: 20th May 2025

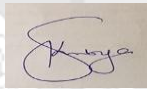
Signature:



Supervisor's Approval

The dissertation of Omollo Okoth Evans was reviewed and approved by the following:

Name of Supervisor: Dr. Stella Nyongesa



Date: 28th May 2025

Faculty Affiliation: Strathmore University Business School (SBS)

Institution: Strathmore University



DEDICATION

I dedicate this research dissertation to my family whose unwavering support, encouragement, and sacrifices have inspired me.

To my mother Caren Omollo, your love, guidance, and belief in my abilities have shaped my academic journey.

To Ben Ooko, Founder/Director Amani Kibera CBO, your insights and guidance have been instrumental in the successful completion of this research dissertation.

This work is a testament to your unwavering support and belief in me.



ACKNOWLEDGEMENT

I sincerely thank the Almighty God for granting me the strength, wisdom, and perseverance to complete this research dissertation. My deepest appreciation goes to my supervisor, Dr. Stella Nyongesa, for her invaluable guidance, constructive feedback, and unwavering support, which have significantly shaped the quality of this work. I am also grateful to Strathmore University Business School and its faculty members for providing the necessary resources, knowledge, and academic support. Additionally, I extend my heartfelt gratitude to my friends and colleagues for their moral support, insightful discussions, and encouragement throughout this journey. Lastly, I appreciate all the participants and respondents who contributed to this study; your willingness to share valuable insights has been instrumental in achieving the research objectives.

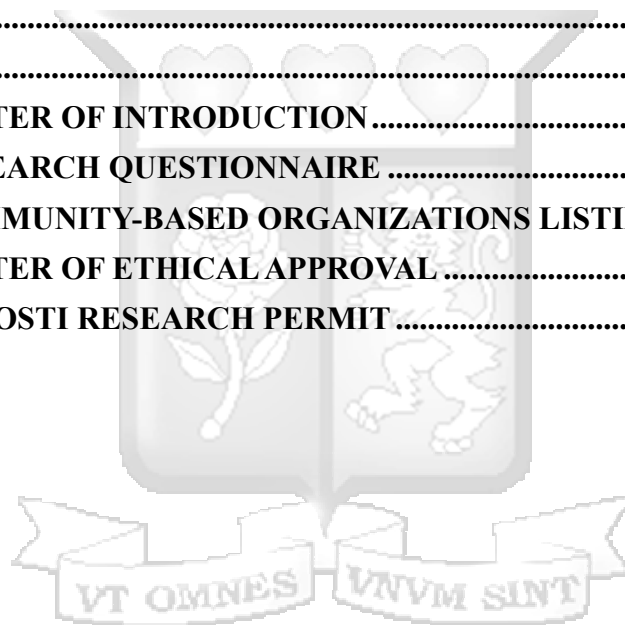


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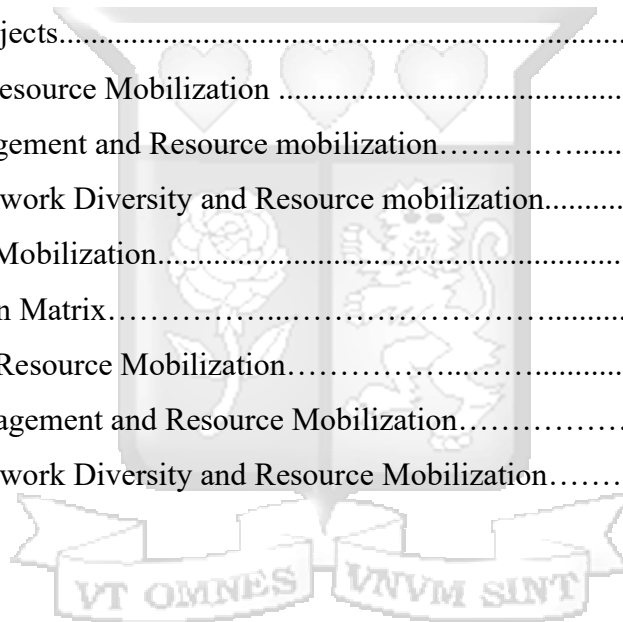
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LIST OF ABBREVIATIONS

CBO-Community Based Organization

NCBOC-National Community-Based Organization Council

NGO-Non-Governmental Organization

RMT-Resource Mobilization Theory

SPSS-Statistical Package for Social Sciences

SU-ISERC-Strathmore University Institutional Scientific and Ethical Review Committee

NACOSTI-National Commission for Science, Technology and Innovation

CBNRM-Community-Based Natural Resource Management.

CSR-Corporate Social Responsibility

U.S-United States



ABSTRACT

This study examined the role of social capital in enhancing resource mobilization among Community-Based Organizations (CBOs) in Kibera, Nairobi, one of Kenya's largest informal settlements. Social capital, comprising trust, networks, and civic engagement, was identified as a critical factor in acquiring financial, human, and material resources necessary for organizational sustainability. Despite their significant role in addressing socio-economic challenges, CBOs in Kibera continue to face persistent resource constraints, thus raising the need to deploy effective resource mobilization strategies. The general objective was to investigate the influence of social capital on resource mobilization among community-based organizations in Nairobi, Kenya. The specific objectives were to determine the influence of trust on resource mobilization, to establish the effect of civic engagement in enhancing resource mobilization, and to examine the influence of social network diversity on resource mobilization strategies. The research was grounded in Social Capital Theory and Resource Mobilization Theory and adopted a descriptive cross-sectional survey design. A sample size of 208 was derived from the total population using the Slovin's formula. Data was collected through a structured questionnaire and analyzed using descriptive and inferential statistical methods including correlation to establish the relationships between social capital dimensions and resource mobilization outcomes. The study found that civic engagement had the most significant influence on resource mobilization ($r = 0.4136$, $p < 0.05$). While trust and social network diversity also showed positive correlations ($r = 0.4355$ and $r = 0.2843$, respectively), only social network diversity was statistically significant ($p < 0.05$), whereas trust was not ($p > 0.05$). These results underscore civic engagement as the strongest predictor of resource mobilization among CBOs in Kibera. The study concluded that strengthening social capital significantly improved CBOs' ability to mobilize resources, sustain operations, and enhance their chances of creating significant impact. However, the key limitation of this study is its cross-sectional design, which restricts the ability to assess causal relationships or changes over time. Additionally, reliance on self-reported data may have introduced bias, limiting the depth and accuracy of the findings. Practical recommendations were provided for CBO leaders, policymakers, and development partners, emphasizing the need to foster trust through transparent financial management, enhance civic engagement through advocacy, and expand networks through strategic partnerships. The study further recommended longitudinal research to assess the long-term influence of social capital on CBO sustainability.

Keywords: Social capital, resource mobilization, Community-Based Organizations (CBOs), Kibera, Nairobi, trust, civic engagement, social networks, bonding and bridging networks, Resource Mobilization Theory, Social Capital Theory, informal settlements, organizational sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Resource mobilization plays a crucial role in enabling non-governmental organizations (NGOs) and community-based organizations (CBOs) to acquire financial, human, and informational resources essential for achieving their objectives (Michael et al., 2021). Research shows that effective resource mobilization is not only a foundation for operational sustainability but also enhances the responsiveness of these organizations to evolving societal needs (Anheier, 2014). This is particularly important in marginalized and underserved communities where basic services are scarce. In such resource-constrained environments, creative collaboration and strategic resource utilization have become essential mechanisms for promoting resilience and adaptability (McCarthy & Zald, 2023.).

CBOs play a vital role in grassroots development by addressing community-specific challenges such as youth empowerment, women's welfare, and environmental conservation. These organizations thrive through strategic relationships with donors, NGOs, and local leaders, enabling trust-building and resource pooling that sustains their operations despite persistent financial constraints (McCarthy & Zald, 2023.). In contexts where institutional support is limited, the need for effective and sustainable resource mobilization strategies becomes not only important but inevitable. The ability of CBOs to secure and manage resources often determines their capacity to deliver essential services and achieve long-term development outcomes.

The significance of resource mobilization is further magnified in resource-deprived settings characterized by high levels of poverty, unemployment, and infrastructural inadequacies. In such environments, mobilized resources are instrumental in preventing operational disruptions, supporting vulnerable populations, and laying the groundwork for sustainable community transformation (Batti, 2014); (Fowler, 2013). Moreover, efficient resource mobilization reduces overdependence on external aid and enables CBOs to pursue self-reliant and community-driven models of development (Angelopoulos, Canhilal, & Hawkins, 2023); (Asige M. , 2020). As demands for services increase and donor funding becomes more

competitive, CBOs must align their resource mobilization strategies with their objectives to remain relevant and effective (Siegel et al., 2023).

Emerging evidence suggests that CBOs are increasingly adopting diverse and innovative approaches to resource mobilization. A study in Arua District, Uganda, by Mugenyi et al. (2023) highlights evolving methods such as internal fundraising, strategic external partnerships, technological adoption, and creative financing mechanisms. Internally, CBOs rely on member contributions, voluntarism, and income-generating projects. Externally, they form alliances with donors, government agencies, and corporations, including partnerships through Corporate Social Responsibility (CSR) initiatives. Similar trends have been observed in Kenya's Kajiado County, where collaborative strategies such as joint activities and mutual resource-sharing have positively impacted mobilization outcomes (Kiprotich et al., 2023). Underpinning these efforts is social capital, which has emerged as a key enabler enhancing an organization's capacity to build trust, foster transparency, and attract support (Ajuna, 2023).

Technology has also revolutionized resource mobilization practices. Digital tools such as crowdfunding platforms and social media enable CBOs to access global audiences and mobilize support beyond their immediate communities. Online grant application systems and e-governance portals have streamlined access to donor funds and institutional support (Onguso et al., 2023). Furthermore, innovative financing models, including social enterprises and community-based savings schemes, have opened alternative avenues for raising funds while embedding financial sustainability into operational strategies (Mugenyi et al., 2023).

These developments underscore the growing complexity and importance of resource mobilization in the nonprofit sector. To survive and thrive, CBOs must combine internal strength, external alliances, digital agility, and innovative financing into integrated strategies that enhance their long-term viability and social impact. However, despite growing opportunities, the ability of CBOs to leverage social capital for resource mobilization remains constrained by persistent challenges. Limited access to resources, institutional barriers, and weak governance structures often hinder the effectiveness of these organizations (Lewis, Kanji, & Themudo, 2020). Additionally, cultivating and maintaining social capital through trust-building, collaboration, and civic participation requires time and sustained effort, which may be difficult in economically fragile environments (Szreter & Woolcock, 2004). Nevertheless, social capital has repeatedly proven to be a powerful tool in enabling CBOs to bridge gaps

between local needs and external resources (Hartmann, Arata, Bezerra, & Pinheiro, 2023); (Robison & Oliver, 2023).

In informal settlements such as Kibera, where structural inequalities and infrastructural deficits are prevalent, social capital is indispensable. It fosters trust, promotes collaboration, and facilitates active community engagement enabling CBOs to build strong internal and external networks that improve operational effectiveness and sustainability (Putnam, 2000; Mpanje et al., 2022). However, the ability to harness these networks effectively requires deliberate attention to transparency, accountability, and governance practices to maintain stakeholder trust and donor confidence (Chalise & Gutkowski, 2023); (Kaba, 2021). Therefore, understanding the interplay between social capital and resource mobilization is not just relevant, it is essential for designing effective, community-driven development strategies in resource-deprived settings. This study seeks to fill that critical gap.

1.1.1 Social Capital -Trust, Social Networks Diversity, and Civic Engagement

Social capital is an area that covers various concepts and describes the benefits one can enlist from networks, relations, and society. Social capital definitions have unique characteristics such as trust, norms, and social networks. Bourdieu (1986) defines social capital as the sum of the actual or potential resources linked to possessing a frequently evolving network of institutional relations of reciprocity and recognition. Social capital therefore is not merely limited to relationships but rather the returns accrued by people or groups based on their status within the connection.

Defined as the networks, trust, and shared values that facilitate collective action, social capital allows CBOs to access financial and non-financial resources by fostering relationships within and beyond their communities (Putnam, 2000). Bonding social capital strengthens trust and unity within groups while bridging social capital connects organizations to external resources, such as funding and expertise (Mpanje, Gibbons, McDermott, & Omia, 2022). These dimensions of social capital enhance resilience and create opportunities for CBOs to sustain their missions despite limited resources (McCarthy & Zald, 2023.).

Coleman (1990) explains this further by asserting that social capital is made up of elements with two common features, social structures are meaningful, and some actions are made possible by actors within the structure whether individual actors or corporate ones. Such a position emphasizes that social capital is embedded into social systems that support people working together, maintaining relationships, and having a degree of mutual trust.

Putnam (1993) explains the concept of social capital as the aspects of social structure, such as networks, norms, and trust, which promote coordination and cooperation for mutual benefits. The author's framework makes a distinction between bonding social capital, which refers to connections made with people in the same group, and bridging social capital which refers to connections made across different social groups (Putnam, 2000).

Fukuyama (1995) adopts the cultural perspective and defines social capital as the ability of people to work together for common purposes in groups and organizations. The author's definition emphasizes that in this sense, trust and the sharing of values would provide the core role of social capital, suggesting that social capital emanates from the norms of society which can or cannot enable collective action.

Lin (2001) defines social capital as an investment in social relations with expected returns in the marketplace. The author conceptualizes social capital as a resource that can be mobilized through social networks by individuals to gain opportunities and support. More precisely, Portes (1998) also describes it as the ability of actors to secure benefits by membership in social networks or other social structures, considering both the pros and possible drawbacks of social capital, such as the promotion of network conformity and exclusion. The definition of social capital advanced by Putnam (1993) was employed in this study because of its focus on networks, norms, and trust to enhance cooperation and collective action. This definition fits closely the scope of the study whose objective is to assess the influence of social capital on resource mobilization in community-based organizations (CBOs) which rely on internal trust and external networks for resource acquisition and coordinating collective action respectively.

A study by Claridge (2018) defined social capital by its various components and indicators and the components and indicators are contextualized to fit the specific purpose of the study. Some of the common approaches taken include the evaluation of such factors as trust and reciprocity, network size and density, rates of civic engagement and participation, levels of social cohesion and community connections, and further analysis of activities that yield bridging and bonding

capital. Social network diversity, density, and size of the network are some of the most often measured variables. Sociometric approaches work closely with structures to allow researchers to count connections or interactions as well as investigate relationships between individuals or groups within a network (Lin, 2001). This is yet another important dimension and research indicator, attitude towards voluntary associations, social groups, or local politics as an example of social capital (Putnam, 2000). This angle is generally assessed by the levels of support in social groups and community activities.

In addition, social cohesion is also measured by focusing on the bonds that exist within communities, where it is mainly operationalized using surveys that measure the level of community attachment and the extent of contact among its members (Fukuyama, 1995). Putnam (2000) distinguishes two types of capital, bonding and bridging social capital which contributes to connecting homogeneous networks and many different networks.

In this study, the selection of trust, social network diversity, and civic engagement as key measures of social capital is justified by their ability to offer a structured and practical framework for analyzing how social capital influences resource mobilization among Community-Based Organizations (CBOs).

These dimensions reflect both the internal (trust and participation) and external (network diversity) components of social capital critical for mobilizing resources in resource-constrained settings. Trust (interpersonal) captures the quality of relationships and mutual confidence among members, which is essential for fostering collaboration and internal cohesion. Social network diversity reflects the breadth and heterogeneity of relationships CBOs maintain with external stakeholders, such as NGOs, government agencies, and other communities, enabling access to a wider pool of financial and non-financial resources. Civic engagement measures the level of active participation and community involvement, which drives collective action and enhances organizational legitimacy. Using Likert scales and interaction data, the study effectively operationalized these dimensions, making it possible to examine how social capital supports resource mobilization in challenging environments like urban slums.

1.1.2 Resource Mobilization

Resource Mobilization is one of those concepts that help in understanding how Community-Based Organizations (CBOs) can acquire and utilize resources such as financial, human resources, materials, or information to accomplish their goals sustainably (Cummings & Li, 2024). This includes the different approaches that organizations employ in gathering and managing resources to continue and grow their operations. Various scholars have looked at this concept differently, concentrating more on certain aspects of resource mobilization than others. McCarthy and Zald (1977) proposed the idea of resource mobilization within the field of social movements and defined it as a strategy where an organization obtains the necessary means to perform collective actions and reach its goals. The authors emphasized that organizations would be capable of mobilizing resources only to the extent that they can gain support within and outside the organization. Internally, organizations elicit commitments from members who invest time, energy, and financial resources, bounded by the framework of the organization, its culture, and the extent of solidarity among the members. Externally, organizations develop partnerships with donors and other external actors for financial, material, and social support, relying on their credibility, visibility, and concurrence with potential backers. McCarthy and Zald (1977) explain that resource mobilization has dualistic characteristics, which means that organizations must strike a balance between internal and external resources to develop a clear strategy for effectively and sustainably achieving their objectives.

Jenkins (1983) took this definition a step further with an emphasis on the political dimension of resource mobilization. This dimension includes an analysis of how organizations strategize and engage with internal and external parties in securing and obtaining resources, whether from the state, the market, or civil society. In the author's view, an organization's ability to mobilize resources includes prevailing in a set of compromises with organizations and individuals, since such interaction is of a higher level than mere coordination of actions. Jenkins argues that mobilization of resources should not be conceptualized as a passive or mechanical activity; it is, rather, a constructive and strategic process that both influences and is influenced by the social structures of the participating institutions. For organizations to succeed, they must navigate these social and political terrains with ease and change tack to achieve the appropriate resources. By viewing resource mobilization in this context, Jenkins underscores the active role that organizations play in seeking resources as well as in creating the conditions under which those resources can be obtained. This conceptualization presents resource mobilization as a

dynamic, interactive process that involves negotiation, adaptation, and active participation in shaping the institutional context.

Edwards and McCarthy (2004) presented a comprehensive understanding of resource mobilization, describing it as the acquisition of funds, labor, and information necessary for an entity to function and expand. This definition is especially applicable to organizations operating in extremely resource-limited settings, as it encompasses both tangible resources such as finances and materials, as well as intangible assets like resilience and knowledge. This view highlights the adaptive capacity of organizations to navigate challenging environments.

Onyx and Bullen (2000) examined the social aspects of resource mobilization and highlighted the importance of social capital in access to resources. The authors propose that organizations' ability to source resources is directly proportional to the availability of social networks, trust, and relationships that the organizations enjoy in the community. This perspective emphasizes that resource mobilization is not solely a financial or logistical process but one deeply rooted in social dynamics and relational structures.

Pfeffer and Salancik (1978), from the organizational viewpoint, contend that organizations must cope strategically with their external environments to obtain the necessary resources for their survival and development. In the authors' view, organizations are seen as highly dependent on external resources such as financial capital, skilled human resources, raw materials, and technology, all of which are controlled by various stakeholders within the external environment. This dependency requires that organizations initiate strategic actions through which they can effectively manage their relationships with other external parties. Pfeffer and Salancik (1978) further assert that mobilization of resources involves not only the process of acquiring resources but also includes effective allocation and usage in alignment with the objectives and priorities of the organization. With this concept, there is a vivid interaction between organizations and their external environments whereby the survival of an organization depends upon its ability to adjust, negotiate, and position strategically to get access to the resources that it needs for sustainable growth.

In particular, Klandermans (1984) drew attention to the mobilization of resources not as a situation but as a motivation, especially regarding social movements. He proposed that in addition to materials acquired, one has also to be concerned about people's acquired engagements. This underscores the significance of human resources, particularly, the readiness of people to devote their time and energy in pursuit of an organization's objectives. Edwards and McCarthy (2004) incorporated the measurement of resource mobilization within their studies by utilizing surveys that aimed at measuring the financial resources of the organization in terms of its yearly allocations, leaning towards external funding, and an organization's efforts to raise additional funds. Financial resources can be assessed in terms of a cash inflow from charitable donations, grants, and revenue-generating operations, as well as the range of such income sources.

The measurement of human resource mobilization is in most cases done using surveys that focus on how many staff, volunteers, and community members take part in the activities of the organization (Onyx & Bullen, 2000). Community participation, and especially volunteerism, is often regarded as a measure of the organization's capacity to harness human resources. There have also been qualitative interviews done with officials and experienced members of organizations regarding how they seek to recruit, retain, and motivate other staff as well as volunteers (Klandermans, 1984).

The concept of informational resources has been put into practice by evaluating the organization's access to and application of knowledge, information, and expertise (Pfeffer & Salancik, 1978). Questionnaires have been utilized to assess the information sources available to organizations, the extent to which knowledge is exchanged within networks, and the potential for learning and innovation in the organization. Social network analysis has been utilized to understand the degree and quality of the organization's connection with the external world and other stakeholders, which in turn affects the availability of information resources (Prell, et al, 2009). Both quantitative and qualitative strategies to measure material resources like equipment, infrastructure, and physical possessions have been utilized. In many surveys, there are questions concerning the existence and adequacy of material resources, whereas observations have been made to evaluate the status and quality of those resources (Edwards & McCarthy, 2004).

This study adopted the broad definition of resource mobilization by Edwards and McCarthy (2004) and focused specifically on the processes of acquisition, maintenance, and growth of tangible and intangible resources. The choice of financial, human, informational, and material resources as measures of resource mobilization in this study is grounded in a comprehensive framework that captures the multifaceted nature of resource acquisition, maintenance, and growth, as defined by Edwards and McCarthy (2004). Financial resources are a fundamental indicator of organizational capacity, measured through cash inflows from donations, grants, and income-generating activities, reflecting the organization's ability to sustain its operations. Human resources, assessed through participation rates and survey items on recruitment, retention, and motivation, capture the engagement and commitment of individuals who drive CBO activities (Onyx & Bullen, 2000; Klandermans, 1984). Informational resources are vital for decision-making and external collaboration, measured through social network analysis and surveys assessing knowledge exchange and connections to external actors (Pfeffer & Salancik, 1978; Prell et al., 2009). Lastly, material resources such as infrastructure and equipment, observed directly and reported through surveys, provide a tangible measure of organizational readiness and capacity for service delivery. Together, these four dimensions offer a structured and reliable approach to understanding resource mobilization in CBOs operating in resource-constrained environments.

1.1.3 Community-Based Organizations in Kibera

CBOs are grassroots organizations set up to address the socio-economic and developmental challenges that are characteristic of informal settlements, where access to public services is either very limited or completely lacking (Ouma et al, 2024). The origin of such organizations is often in community-based initiatives coming together to solve specific local problems and advance appropriate solutions. CBOs are well-grounded in their respective communities and usually work toward providing basic services, facilitating community development, and bringing about social transformation. These range from empowerment of youth and women's welfare to environmental conservation and filling gaps in healthcare, education, and sanitation. CBOs effectively handle the acute and dynamic needs within their communities by implementing community-based approaches that actively involve them, thus ensuring strong ownership by the community members (Ouma et al, 2024).

In Kibera, one of Africa's largest informal settlements, Community-Based Organizations (CBOs) address a wide range of social needs through targeted interventions. With 108 organizations registered with the National Community-Based Organization Council, their focus spans critical areas such as economic empowerment, environmental conservation, and youth and women's welfare (Opare, 2007). Health-focused CBOs provide such critical services as disease prevention, improvement of sanitation, and maternal healthcare to address public health concerns. Youth-focused groups provide education and vocational training programs to enable the young to develop their abilities and prepare for the workforce. Organizations committed to women's empowerment educate entrepreneurs and support income-generating projects to foster economic progress. Community-Based Organizations (CBOs) that prioritize education address deficiencies in formal education systems through the establishment of informal educational institutions and after-school initiatives. Similarly, environmental CBOs endeavor to enhance both public health and environmental conservation within communities by implementing sanitation projects and waste management programs (Opare, 2007).

The informal nature that exists in most CBOs in Kibera has a lot to do with their operational aspects and further enhances the connection with the people in the immediate environment. These grassroots organizations are formed by people and groups connected through shared purposes, mostly responding to socioeconomic and development challenges (Opare, 2007). Unlike formal organizations, CBOs have a simple membership where bureaucratic procedures are eliminated, involving no long-term application or interview processes. Meetings are mostly held in the homes of the members, and communication is done preferably in the local dialects. This relaxed environment enhances openness and availability and breeds a sense of belonging and shared ownership. The CBOs then become very relevant spaces for social interaction and group mobilization, which later acquire the power needed to deal effectively with complex issues in poverty alleviation, community development, and socioeconomic disparities (Opare, 2007).

Kibera has a total of 108 officially registered Community-Based Organizations under the National Community-Based Organization Council (NCBOC), which provides an orderly framework in which to analyze community-led initiatives. These organizations are guided by the principles of inclusiveness, shared decision-making, and community stewardship (Opare, 2007). Their activities are choreographed around the needs and aspirations of the people at the grassroots level; hence their actions are always relevant, efficient, and sustainable. By

following such principles, CBOs build trust and develop strong community networks both of which are critical for their long-term sustainability (Opare, 2007).

However, CBOs face enormous challenges, especially in resource mobilization. Most of these depend on fragile and nonviable sources of funding like donations, grants, and volunteer support (Opare, 2007). Their grassroots orientation and weak infrastructure further make them incapable of accessing appropriate financial resources, which are often snapped up by larger, more established non-governmental organizations or government programs. The eventual outcome is inefficiency, duplication of services, and duplication of efforts. Additionally, the lack of professional staff and appropriate governance structures limits their ability to implement and maintain relevant and impactful programs (Opare, 2007).

Despite these challenges, CBOs in Kibera also have many opportunities to enhance their impact. The high level of trust and interrelations in the community is a starting point for leveraging social capital in accessing resources. Collaboration with international donors, government agencies, and private sector players may help boost their capacity to operate sustainably (Opare, 2007). New technological tools, especially the Internet and social media, offer even more new channels through which they may advocate, fundraise, and communicate with the community. These opportunities, combined with their foundational principles, ensure that CBOs remain aligned with community needs while promoting accountability and long-term sustainability. Their focus on capacity building further empowers community members with skills needed to sustain development projects beyond initial interventions (Opare, 2007).

Studying CBOs in Kibera provides the key to understanding the role of such grassroots organizations in addressing systemic problems within a resource-scarce environment. These organizations, which act to fill the gaps in socio-economic and environmental services, therefore act as key changemakers in informal settlements (Opare, 2007). This paper aimed to identify how social capital, defined here as trust, social network diversity, and cooperation at the community level, can be leveraged to overcome barriers in resource mobilization. By focusing on such dynamics, this research sought to generate actionable insights into sustainable development models that can be replicated in similar contexts globally. Moreover, this research sought to bring to light the institutional and policy frameworks needed to empower CBOs to be able to fulfill their mandates effectively.

The 108 CBOs registered with the National Community Base Organizations Council (NCBOC) in Kibera represent a dynamic network of grassroots initiatives addressing critical socio-economic and environmental challenges. Principled, community-rooted, and hence well-placed to drive development and foster resilience in resource-limited settings, such organizations depend on innovative strategy, strong support systems, and effective resource mobilization for their long-run success. This research contributes to such efforts by improving the capacity of CBOs to handle existing challenges and ensure sustainable community development with a high impact.

1.2 Problem Statement

Kibera, the largest slum in Nairobi, is home to a variety of CBOs that deal with issues including health, education, and sanitation. These organizations arise due to the absence or poor quality of public services and operate below the level of public structures to fill service delivery gaps (Kinyua, 2023). CBOs in Kibera such as SHOFCO (Shining Hope for Communities), Amani Kibera, and Carolina for Kibera aim to address socio-economic challenges through community-driven interventions. These organizations utilize human resources for local development, sourcing support from both internal networks and external partnerships (Kinyua, 2023). The CBOs serve as a buffer against the lack of government presence in areas such as education, health, and infrastructure (Makinen & Hossain, 2022). Additionally, they help eradicate poverty through community development projects that build skills and promote economic empowerment (Agyemang et al, 2021). Given their wide mandate, CBOs tackle unemployment and lack of basic services, playing a key role in urban informal settlement development and empowering marginalized communities.

Despite their importance, CBOs experience persistent challenges in mobilizing resources. Donor support is often erratic and unreliable, making it difficult to plan and sustain long-term activities (Wong, 2010). Many initiatives fail to continue once funding is withdrawn, resulting in service gaps that undermine organizational impact (Banks & Hulme, 2012). Furthermore, many Kenyan CBOs face human resource limitations, relying heavily on volunteers who may lack the technical expertise to manage programs effectively (Were et al, 2022). Wong (2010) also observes that CBOs' operational capacity and their involvement in development are restricted by bureaucratic procedures and limited access to collaborative networks that could enhance funding opportunities and institutional partnerships.

This study focuses on the resource mobilization constraints faced by CBOs in Kibera, which directly affect their capacity to deliver services. Resource mobilization entails acquiring and managing financial, human, and informational assets necessary for sustained operations (Kumi, 2021). Inadequate resource mobilization disrupts organizational continuity and weakens the reach of services relied upon by vulnerable community members. With Kibera's growing population, the demand for essential services continues to rise, making effective resource mobilization not only urgent but fundamental to meeting community needs (Kamau & Mwangi, 2023).

Globally, several studies have examined CBO resource mobilization across varied contexts. Banks and Hulme (2012) investigated CBOs in Bangladesh and found resource shortages to be the foremost threat to sustainability. The qualitative study, which incorporated case studies and interviews, highlighted an overreliance on donor funding, limited income opportunities, and inadequate institutional support. The researchers emphasized the need to diversify funding through grants, donations, and community-led initiatives, alongside the importance of forming robust partnerships. Similarly, Patel and Rahman (2021) conducted a global analysis of CBOs linked to social movements across India, Brazil, South Africa, and the United States and found that strong social networks significantly enhanced access to funding and improved advocacy outcomes. The researchers' mixed methods study also highlighted leadership as a critical factor in sustaining these networks. Wong (2010), in his study of South Asian urban slums, noted that entrenched poverty, weak institutions, and infrastructural deficits constrained resource mobilization. The study recommended the development of collaborative leadership and inter-organizational cooperation as strategies for long-term sustainability. Anheier (2014) stressed the role of institutional trust and strong governance frameworks in securing continued financial support. Fowler (2013) emphasized that emerging models such as hybrid financing and social enterprises are gaining relevance in the global nonprofit sector.

Regionally, in Sub-Saharan Africa, CBOs grapple with compounded challenges in resource mobilization due to limited funding channels, underdeveloped institutions, and dependence on external actors. Researchers have increasingly focused on how social capital, civic engagement, and digital technology influence mobilization efforts. Tadele and Gella (2022) explored the role of social networks in enhancing funding access for community-based organizations in Ethiopia and Kenya. Using a mixed-methods approach, the study found that internal cohesion strengthened trust and reciprocity, which in turn facilitated collaboration with

donors and government agencies, as well as mobilization of both financial and non-financial resources. Additionally, research by Okinda and Ondiwa (2024) on accountability, donor funding, and non-governmental organizations in Kisumu County, Kenya, highlights the crucial role that accountability mechanisms play in securing and sustaining donor support for NGOs. The study reveals that donors are increasingly attentive to NGOs' adherence to financial reporting standards, the verification of financial statements by independent auditors, and compliance with both donor and governmental regulations. These factors collectively build institutional credibility and transparency, which are fundamental to winning donor confidence and fostering trust. Employing a descriptive research design, Okinda and Ondiwa (2024) collected data through structured questionnaires administered to a purposively selected sample of NGO finance and management staff. The quantitative data were analyzed using descriptive statistics such as frequencies and percentages and inferential statistics, including regression analysis, to examine how accountability systems influence donor funding. The findings conclusively demonstrate that well-established accountability frameworks, encompassing performance measurement tools and compliance protocols, significantly enhance NGOs' legitimacy. This increased legitimacy not only boosts donor trust but also serves as a critical driver for effective resource mobilization, enabling NGOs to attract and sustain essential funding necessary for their operations and development goals.

Hendricks (2014) conducted a survey of 150 South African CBOs to assess how civic engagement influences sustainability. The findings demonstrated that high levels of community participation through meetings, volunteer initiatives, and grassroots campaigns enhanced donor confidence and led to greater resource inflows. Akinola (2015), through ethnographic research in Nigeria, emphasized the importance of bridging and linking social capital in resource access. Relationships with external actors such as NGOs, corporations, and government institutions were critical for mobilizing long-term support. While bonding capital reinforced solidarity within communities, it was the external linkages that proved more effective for sustainable development outcomes.

Angelopoulos, Canhilal, and Hawkins (2023) conducted a quantitative study on African CBOs employing digital tools in their fundraising efforts. By analyzing data from 200 organizations, the researchers showed that digital platforms such as social media, mobile payment systems, and crowdfunding campaigns helped overcome barriers associated with traditional funding methods. CBOs that used digital tools were able to attract more donors and demonstrated

increased financial resilience. The study also noted that digital literacy and access to affordable technology were essential enablers of successful resource mobilization.

Locally, numerous studies have examined the dynamics of CBO resource mobilization in urban informal settlements. Gichuki and Magiri (2013) employed a qualitative case study in Kibera, incorporating interviews and focus group discussions. They found that organizations with strong bridging social capital, those connected to local businesses, public institutions, and international donors were more successful in attracting resources. Conversely, weak institutional ties contributed to persistent financial instability.

Odhiambo (2019), using a mixed-methods design, studied Amani Kibera and demonstrated that both institutional and interpersonal trust enhanced organizational credibility and donor access. Transparent financial reporting and clear governance procedures played a significant role in fostering long-term donor relationships. Ouma et al. (2024) used quantitative techniques to examine financial sustainability in 150 CBOs operating in informal settlements. They found that organizations with hybrid funding strategies blending grants, earned income, and crowdfunding, were more resilient. Financial training for staff was highlighted as a key factor in income diversification and improved resource management.

De Wit and Berner (2009) analyzed resource mobilization strategies in various Kenyan informal settlements through document analysis, stakeholder interviews, and community surveys. The researchers concluded that participatory approaches where CBOs engaged residents in decision-making were associated with better financial outcomes. Local legitimacy and community buy-in often led to greater external funding. Although many studies address financial and human capital limitations in CBOs, fewer have explicitly examined how social capital, particularly trust, social network diversity, and civic engagement strategically influences resource mobilization. While widely recognized as a critical resource, social capital's practical role in CBO operations within informal settings like Kibera remains insufficiently explored. Given the socio-economic complexity of Kibera, there is a pressing need to investigate how context-specific forms of social capital may improve mobilization outcomes. Furthermore, the highly localized and non-transferable nature of social capital means that successful models in one community may not yield similar results elsewhere underscoring the necessity of grounded, empirical inquiry in the Kibera context.

1.3 Research Objectives

1.3.1 General Objective

To investigate the influence of social capital on resource mobilization among community-based organizations in Nairobi, Kenya.

1.3.2 Specific Objectives

- i. To determine the influence of trust on resource mobilization for CBOs in Kibera, Nairobi.
- ii. To establish the effect of civic engagement in enhancing resource mobilization for CBOs in Kibera, Nairobi.
- iii. To determine the influence of social network diversity on resource mobilization strategies for CBOs in Kibera, Nairobi.

1.3.3 Research Questions

- i. What is the influence of trust on resource mobilization among CBOs in Kibera, Nairobi?
- ii. What is the effect of civic engagement in enhancing resource mobilization for CBOs in Kibera, Nairobi?
- iii. What is the impact of social network diversity on resource mobilization strategies for CBOs in Kibera, Nairobi?

1.4 Scope of the study

This study examined the role of social capital in enhancing resource mobilization among Community-Based Organizations (CBOs) in Kibera, Nairobi, an urban informal settlement with significant socioeconomic challenges. It focused on 108 CBOs registered with the National Community-Based Organization Council (NCBOC), targeting 432 respondents comprising officials and experienced members.

The study was conceptually grounded in social capital, emphasizing network diversity, trust, and civic engagement as key influencers of resource mobilization. It excluded external factors such as donor behavior, macroeconomic conditions, and funding policies. Theoretically, it was

guided by Resource Mobilization Theory and Social Capital Theory, while omitting alternative frameworks like Institutional Theory.

A cross-sectional survey design was employed over a three-month period (January–March 2025), limiting insights into long-term or evolving trends. The study was geographically restricted to Kibera and focused solely on registered CBOs, excluding informal or unregistered groups. External institutional and financial constraints were acknowledged but not deeply explored, maintaining a primary focus on internal social capital dynamics.

1.5 Significance of Study

This research sought to evaluate the effect of social capital on resource mobilization for community-based organizations (CBOs) in Kibera, Nairobi. This study is quite important for several reasons, especially considering the unique challenges brought about by the socioeconomic setting of Kibera, which is characterized by high population densities, low standards of living, and very little socioeconomic development.

This research provides decision-makers at the local and national levels with important perspectives on the critical role that social capital plays in advancing community-oriented development. It underscores the importance of formulating and implementing policies to foster trust and cooperation among CBOs. Supporting programs that enhance inter-organizational relationships is one avenue through which policymakers can facilitate the establishment of sustainable networks, improving resource mobilization efforts in informal settlements such as Kibera. Moreover, the findings will help to inform national policies to reinforce capacity-building programs and social capital in integrated urban development models.

For practitioners and leaders of CBOs, the study provides actionable guidance on how to leverage social capital for effective resource mobilization. The study is designed to equip CBO leaders and members with insights into establishing stronger networks, winning stakeholder trust, and engaging civic participation by investigating the role played by social capital. These strategies may facilitate more effective pooling of resources, improve operational efficiency, and organizational sustainability in the long run. The findings may also guide the design of training and capacity-building programs tailored to strengthen the capabilities of CBOs operating in resource-scarce environments.

From an academic perspective, this study bridges gaps in existing literature by empirically exploring the impact of social capital dimensions which include trust, networks, and civic engagement on resource mobilization within the unique socioeconomic context of Kibera. It extends the application of social capital and resource mobilization theories, providing a nuanced understanding of how these constructs interact in resource-constrained environments. The study's quantitative approach contributes to the methodological advancement of measuring social capital and its practical implications for CBOs, offering a replicable framework for future research in similar contexts.

In summary, this chapter outlines the study's background, objectives, scope, and significance, emphasizing the pivotal role of social capital in enhancing resource mobilization for CBOs in Kibera. It demonstrates how social capital, through its core components; trust, social network diversity, and civic engagement acts as a critical enabler in addressing the socioeconomic challenges faced by CBOs in resource-constrained environments. By focusing on theoretical contributions, policy implications, and practical applications, the study aims to provide comprehensive insights for stakeholders and open avenues for future research in community development and resource mobilization.

1.6 Chapter Summary

This chapter introduced the study by outlining the background, problem statement, research objectives, research questions, scope, and significance of the study. It highlighted the critical role of social capital comprising trust, civic engagement, and social network diversity in influencing the ability of Community-Based Organizations (CBOs) in Kibera to mobilize essential resources for their sustainability and impact. The chapter also contextualized the challenges faced by CBOs in resource-constrained environments, emphasizing the need for strategic approaches grounded in strong social networks and community participation. Theoretical foundations were briefly introduced, setting the stage for a deeper exploration in subsequent chapters. The next chapter provides a review of existing literature related to the key variables under study, including identified research gaps that this study seeks to address.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter assesses previous research significant to the same study area on the influence of social capital on resource mobilization among community-based organizations in Kibera, Kenya. It also focuses on the thematic areas of the research objectives, including the empirical studies, the theoretical framework, and the conceptual framework. Further, the research gaps are identified and reviewed.

2.2 Theoretical Foundation

The theoretical foundation forms the lens through which core concepts are defined, analyzed, and interpreted (Creswell, 2014). This study is underpinned by two main theories, Resource Mobilization Theory (RMT) and Social Capital Theory (SCT). Resource Mobilization Theory, advanced by McCarthy and Zald (1977), serves as the anchoring theory. It focuses on how organizations acquire and manage resources through structures, leadership, and networks. RMT guides the analysis of how CBOs in Kibera mobilize financial, human, and informational resources to sustain operations and deliver services in low-resource environments. Social Capital Theory, as articulated by Bourdieu (1986), plays a supporting role by explaining how trust, social network diversity, and civic engagement enable resource access. SCT complements RMT by highlighting the relational assets, bonding, bridging, and linking social capital that influence collaboration and donor engagement. Together, these theories provide a dual lens, RMT offers a structural perspective, while SCT provides a relational understanding of how CBOs mobilize resources amid institutional constraints.

2.2.1 Social Capital Theory

First proposed by Pierre Bourdieu in 1980, the Social Capital Theory postulates social networks and the interaction of reciprocity and trust as major factors influencing individual and collective outcomes. Bourdieu defined social capital as the long-term acquisition of resources from formalized relations. This foundation highlights the structural and relational dimensions of social capital, as further discussed in Lin (2001), who argued that access to and use of embedded resources in social networks significantly affects socio-economic outcomes.

James Coleman elaborated on this in 1988 by considering its role in generating human capital in practice and showing that social capital influences individuals' behaviors in networks. Coleman emphasized how social networks bring trust, form norms, and reward cooperative behavior, all of which strengthen the ability for collective action. This idea is supported by later empirical work such as Durlauf and Fafchamps (2005), who demonstrated how norms and trust-based social structures enhance collaborative engagements, particularly in low-income settings.

Other works by Robert Putnam, in 1995, most notably in his now-classic work *Bowling Alone*, furthered the impact of social capital on governance and economic development by stating that high stocks of social capital correlated with both better governance and more successful economic outcomes. Putnam (2000) distinguished between bonding social capital, which strengthens relationships within homogeneous groups, and bridging social capital, which connects individuals or groups from different social networks. This distinction is critical to the present study, which explores how both bonding (ties within CBOs) and bridging (CBOs' ties to external stakeholders) facilitate resource mobilization in Kibera.

The theory postulates that networks supporting resource accessibility, building trust, and encouraging collaboration may be important facilitators of resource mobilization. These ideas relate strongly to the present study in that they interact closely with the proposal to investigate the influence of social capital on resource mobilization among Community-Based Organizations (CBOs). In the context of resource-constrained urban environments like Kibera, social networks often substitute for formal institutions, making them crucial mechanisms for mobilizing human, financial, and informational resources (Woolcock & Narayan, 2000).

Developments in social capital theory such as Granovetter's (1973) concept of the strength of weak ties argue that weaker connections between acquaintances can be more beneficial for resource mobilization than strong ties among close friends because they provide access to new information and opportunities. This concept is pertinent to the current study, particularly in understanding how CBOs form alliances beyond their immediate communities. For instance, Granovetter's theory is practically illustrated in Wellman (1999), who found that weak-tie connections in community organizations led to better access to technical and financial support.

Additionally, Ronald Burt's (1992) idea of structural holes indicates that those individuals who bridge the gaps among diverse groups obtain diverse resources and ideas which strengthen their social capital. Unlike the human capital theory centered on the talents and skills of an individual, social capital theory supposes that the very social networks that an organization or a person possesses bring about success. This view is consistent with the concept of brokerage in CBO settings, where actors who fill structural holes by connecting disparate networks play key roles in acquiring external support and advocating for marginalized communities (Burt, 2005; Adler & Kwon, 2002).

The theory gives the comprehensive framework needed to understand how, in the context of Community-Based Organizations (CBOs), these entities use networks to obtain resources, information, and support from their environment (Nahapiet & Ghoshal, 1998). Analyzing structural configurations of the CBOs' networks will help in identifying the principal actors and establishing resource-sharing relationships (Burt, 2005). Trust and reciprocity levels, both internally within CBOs and externally with their stakeholders, are critical indicators of effective resource mobilization (Putnam, 2000). Szreter and Woolcock (2004) reinforce this by showing that linking social capital connections with institutions and individuals in positions of power can also play a vital role in enabling community organizations to access critical support and funding.

The theory also explains that shared norms and collective efficacy of CBOs enhance coordination and enable the realization of goals. Through comparative analysis of organizations with varying levels of social capital, this study seeks to explain the tangible benefits of social capital in the context of resource mobilization and community development (Putnam, 2000). Fukuyama (1995) further asserts that communities with high trust and social cohesion can achieve economic goals more efficiently, reinforcing the idea that CBOs in Kibera can scale their impact through cohesive social networks.

Despite its practicality, social capital theory has drawn criticism for its ambiguity and the challenges of measuring and applying it consistently across different studies (Portes, 1998). Furthermore, strong social capital can also occasionally have unfavorable effects, such as the exclusion of outsiders or inefficiencies brought on by an excessive dependence on internal networks (Portes, 1998). Portes and Landolt (1996) label this the dark side of social capital, where strong internal bonds may foster parochialism or suppress dissenting views within

communities. Nonetheless, the theory is applicable in this study because it provides a useful lens through which to view the dynamics involved in resource mobilization, especially in resource-constrained environments characteristic of Kibera (Kenya). It explains strategies for CBOs to enhance sustainability by effectively utilizing their social networks (Lin, 2001; Krishna, 2002).

2.2.2 Resource Mobilization Theory (RMT)

Resource mobilization theory, first put forth by McCarthy and Zald in 1977, is a strategic viewpoint that describes how social movements and community-based organizations (CBOs) succeed by efficiently allocating resources as opposed to depending just on ideological motivation. According to this theory, the most important components of creating sustainability are resource acquisition, leadership, and organizational structures. Resource Mobilization Theory (RMT) posits that the successful mobilization of all kinds of resources; material, human, and symbolic assets is a prerequisite for an organization to operate and achieve its objectives (McCarthy & Zald, 1977).

According to this theoretical approach, resources like financial capital, labor, skills, and symbolic legitimacy are the key ingredients for the success of social movements and organizations (McCarthy & Zald, 1977). This aligns with Jenkins (1983), who emphasized that organizational capacity and external linkages play a crucial role in sustaining collective action. The results highlight that in resource-deprived areas, CBOs can successfully utilize such resources to implement community programs and provide services as well as advocate for community needs. Additionally, the RMT suggests that organizational structures strengthen the performance of a CBO, that is, operational efficiency and sustainability in the long term through coordination mechanisms, resource management, and attracting volunteers. Effective leadership and well-defined structures facilitate successful resource mobilization efforts (McCarthy & Zald, 1977). Edwards and McCarthy (2004) further note that institutionalized leadership within grassroots organizations fosters credibility and legitimacy, attracting both internal support and external funding.

Political opportunities, by creating favorable circumstances, have significant effects on RMT in the mobilization of resources. In resource-scarce settings like Kibera, CBOs leverage public

policy and societal support to access funding from external donors. Tarrow (1994) supports this view by asserting that favorable political environments increase the likelihood of mobilization success by reducing repression and increasing access to institutional resources. By constructing formal and informal networks, the CBO increases its reach, thereby strengthening contacts with donors, collaborators, and members of the community. Their strategic partnerships and alliances also strengthen these efforts in resource mobilization (McCarthy & Zald, 1977). This is particularly relevant in informal settlements, where community actors often rely on dynamic coalition-building and informal legitimacy to sustain activities (Kriesi, 2004).

Resource Mobilization Theory (RMT) has evolved to incorporate views from Network Theory that investigates the way linked networks enhance an organization's capacity to mobilize resources (McCarthy & Zald, 1977). Diani and McAdam (2003) highlight that networked relationships are central to understanding how resources flow within and across organizations in complex social systems. New technologies like social media and digital platforms have transformed resource mobilization by enabling worldwide networking, advocacy, and communication. The use of RMT has expanded due to globalization, demonstrating its value in cross-border partnerships amongst Community-Based Organizations (CBOs) dealing with related issues. Bennett and Segerberg (2013) argue that digital networks now act as organizing structures, enabling decentralized coordination of resource mobilization without strong hierarchies.

RMT is pertinent to the study because it highlights strategic resource mobilization as a critical factor influencing the efficacy and sustainability of CBOs. This is in line with the goal of the study, which is to investigate how resource mobilization tactics can assist CBOs in Kibera in overcoming their obstacles while promoting sustainable development and community resilience. This theoretical grounding provides the basis for analyzing both the internal (leadership, structure) and external (networking, donor relations) dimensions of mobilization. Despite its utilitarian applications, Resource Mobilization Theory (RMT) has been criticized. Critics have contended that the framework only works to reinforce the already existing power dynamics by overlooking systemic inequalities and structural barriers that deny access to resources for the marginalized. Gamson (1990) and Piven & Cloward (1979) argue that RMT may underemphasize the disruptive and spontaneous nature of grassroots activism, which often operates outside of formalized channels. This focus on organizational structures may overlook

spontaneous and informal forms of resource mobilization often found in grassroots movements (McCarthy & Zald, 1977).

Nonetheless, the application of RMT to resource-constrained contexts, such as those found in Kibera, provides important lessons that can be learned about adaptive resource mobilization, community resilience, and development outcomes by CBOs. Using RMT, this study explores actionable strategies for enhancing resource mobilization and sustaining the operations of CBOs in informal settlements. The theory's compatibility with Social Capital Theory (SCT) strengthens its relevance, as both underscore the role of networks, trust, and civic engagement in achieving collective goals (Lin, 2001; Putnam, 2000). Together, RMT and SCT provide a dual lens for evaluating the structural and relational dynamics that underpin successful resource mobilization in Kibera's CBOs.

2.3 Empirical Literature Review

This section systematically reviews the empirical literature concerning the role played by social capital in resource mobilization, with a special focus on CBOs. It considers different aspects of social capital, including trust, networks, and civic engagement, and the consequences for resource mobilization activities, assessing what impact such aspects of social capital have had on CBOs in different geographical, cultural, and organizational contexts. This section reviews empirical research internationally, regionally, and locally to show how the CBOs have leveraged social capital to achieve their development objectives.

2.3.1 Trust and Resource Mobilization

Trust is a vital element of social capital in terms of resource mobilization through cooperation, reduction of uncertainty, and sharing of resources (Putnam, 2000). Trust can be viewed in three different dimensions; interpersonal trust, representing the confidence people have in one another's character and abilities; institutional trust, signifying trust in established systems and organizations; and generalized trust, signifying the belief in the reliability of people in society, even those outside one's immediate network (Fukuyama, 1995). The different elements of trust are necessary for interaction, cooperation, lower transaction cost, and management and enable the sharing of resources in cases of scarcity (Coleman, 1988).

Empirical studies conducted at international, regional, and national levels highlight the pivotal role played by trust in resource mobilization. Internationally, Woolcock (2001) contended that high-trust societies are more capable of mobilizing financial and human capital because trust makes groups more cohesive and reduces the need for formal contracts. The research, founded upon comparative analysis across a series of case studies, concluded that trust accounts for fostering economic and social progress by lowering the costs of transactions and facilitating increased cooperation. In a concurrent study, Hooghe and Stolle (2003) analyzed the link between generalized trust and donor assistance based on a cross-sectional survey in different countries. The research findings indicated that donors are willing to give more in high-trust environments since they are confident that their funds will be accounted for. Seibert et al. (2007) also identified the role of trust in entrepreneurial networks. The scholars' quantitative study, which was conducted in North America and Europe, confirmed that network trust provides access to valuable financial capital and expert advice, ultimately resulting in enhanced organization performance.

Regionally, within the Sub-Saharan African context, trust has been largely identified as a key facilitator of resource mobilization, especially in the field of Community-Based Organizations (CBOs). Okurut and Kabanda (2005) conducted an examination of the role of trust in Ugandan CBOs using a mixed-methods design involving surveys and interviews with key informants. Their results indicated that trust strengthened partnerships with external donors, raised levels of community participation, and improved access to finances. Similarly, Mwaura (2008) studied Kenyan CBOs and concluded that the most trusting organizations were also more effective at obtaining both local and external funds. The empirical study through surveys based on data from multiple CBOs in Kenya confirmed that trust assists in bridging information asymmetries and facilitates improved resource management, particularly under scarcity conditions.

At the local level, trust plays a more overarching role in areas such as Kibera, informal settlements where robust institutional structures are lacking. Gichuki and Magiri (2013) examined the influence of trust on resource mobilization within the CBOs in Kibera through qualitative case study of in-depth interviews with CBO leaders, citizens, and representatives of donors. Results in the study indicated that high trust networks reduced transactional costs, enhanced cooperation, and increased resource mobilization. Equally, Odhiambo (2019) focused on Amani Kibera, which is a CBO in Nairobi Kenya, to examine the impact that

interpersonal and institutional trust has on resource mobilization. The study used a mixed-methods study comprising questionnaires and interviews and confirmed that the presence of trust enabled Amani Kibera to develop strong relationships with government departments, NGOs, and donors, hence it lowered uncertainty, making the resource mobilization process more stable.

Despite these significant findings, there are some gaps that have not been covered in the study of trust and resource mobilization. Conceptually, limited exploration exists of how interpersonal, institutional, and generalized trust interact in contexts of scarce resources. There is also limited research into the specific function of trust in donor retention and cross-sector partnerships. Contextually, while international and regional studies are insightful, few have examined trust dynamics in informal settlements like Kibera with particular socio-economic contexts. Methodologically, most studies rely on qualitative research, and quantitative or mixed-methods designs are only used occasionally to establish quantifiable links between trust and resource mobilization outcomes. Furthermore, longitudinal studies tracing the evolution of trust across time and its long-term impact on resource mobilization are scarce.

The importance of trust in facilitating access to financial and human capital in diverse settings is emphasized by contemporary research. Environments of trust enable organizations and societies to mobilize resources more effectively. However, addressing the gaps in research indicated by mixed-methods and longitudinal investigations may provide a more comprehensive appreciation of the contribution of trust in resource-scarce settings in informal settlements like Kibera, Kenya.

2.3.2 Civic Engagement and Resource Mobilization

Civic participation, an integral element of social capital, refers to active involvement in public, political, and social life through voluntary work, organization joining, voting, and public debate (Putnam, 2000; Fukuyama, 1995). As a result, trust, reciprocity, and cooperation are established, which are critical to successfully mobilizing resources (Woolcock, 2001). Through civic participation, citizens and agencies help to identify, obtain, and allocate financial, human, and material resources for community development (Hooghe & Stolle, 2003). Participation in this process strengthens social networks, which are vital channels for resource exchange and collaboration. The networks facilitate coordination of goals, efficient resource allocation, and

promote accountability and inclusiveness (Seibert, 2007). By bridging gaps between needs for resources and availability, civic participation plays a critical part in making development programs more sustainable and inclusive, fostering social cohesion and trust among actors, hence long-term success and collective power in community development (Gichuki & Magiri, 2013).

Empirical research at the international, regional, and national levels highlights the critical importance of civic engagement in facilitating resource mobilization in diverse settings. Internationally, Putnam (2000) compared how active civic engagement within communities facilitates resource mobilization by building networks, trust, and cooperation. The researcher's work in the United States sought to explore the connection between social capital and civic engagement, highlighting volunteering and membership in Community-Based Organizations (CBOs). With a combination of survey data and historical analysis, Putnam (2000) applied quantitative and qualitative approaches to measuring trends in civic engagement. The key results of the research indicated that societies that were characterized by high civic engagement had greater capacity to mobilize financial, human, and material resources due to their greater collective capacity to gain access to funds, skills, and knowledge. Civic engagement was assumed to enhance social cohesion and thus result in greater economic and social achievement through greater effort towards mobilization of resources.

Likewise, Verba et al. (1995) studied the impact of civic participation on access to financial and material aid in the nonprofit sector. The researchers' comparative research design study, carried out in various countries, involved questionnaires and interviews of nonprofit volunteers, donors, and organizational leaders. This research employed a mixed-method design to explore how civic participation reinforces social networks and strengthens ties with donors and stakeholders. The core findings showed that individuals actively involved in nonprofit activities were more likely to access financial and material resources due to established trust and legitimacy within respective networks. The study concluded that civic participation not only enhances personal and collective resource acquisition but also contributes to the sustainability of nonprofit organizations.

Hooghe and Stolle (2003) further investigated the connection between civic engagement and resource mobilization in community-based organizations (CBOs). The researchers employed a cross-sectional survey methodology in their research carried out in both European and North American contexts to evaluate the degree to which civic engagement affected community support and fundraising prospects. Based on statistical analysis, the researchers ascertained that societies with high levels of civic engagement showed a higher likelihood of supporting community-oriented initiatives, given that citizens were involved in collaborative efforts and assisted with finance and material resources. The research determined that societies which are civically minded are normally more resilient and sustainable, following their focus on collective development undertakings.

Additionally, Seibert et al. (2007) examined the role of civic engagement in access to resources for entrepreneurship. This research, conducted in North America and Europe, targeted entrepreneurs who were currently engaged in civic activities like community volunteering and leadership of not-for-profit associations. The researchers utilized survey responses and social network analysis to assess the correlation between civic engagement and access to financial capital. The research showed that those entrepreneurs who engaged in civic activities were better able to establish close and reliable networks, and as a result, had better access to finance and market entry. The research concluded that civic activity is one of the key determinants of entrepreneurial success because it allows networking, generates trust, and helps in mobilizing financial capital.

Regionally, Okurut and Kabanda (2005) investigated civic engagement's role in resource mobilization in Uganda's CBOs. The researchers sought to establish the extent to which civic participation affects financial support mobilization at the local level. With mixed-methods design, the researchers administered surveys and held key informant interviews with leaders of CBOs, community members, and local government leaders. The study discovered that organizations that had high civic engagement were more effective in mobilizing resources as they built trust and cooperation with external donors and local communities. The study also discovered that civic engagement played a crucial role in linking CBOs with government agencies, international donors, and other stakeholders, thereby increasing available resources for development initiatives. The research found that civic engagement is one of the main sources of financial sustainability for CBOs, especially in contexts with limited resources.

Hendricks (2014) investigated the influence of civic engagement on resource mobilization to support education activities in South Africa. The research aimed to assess whether community participation increased access to educational resources. Based on survey data from Community-Based Organizations with school partnerships and by interviewing education leaders, the research employed a qualitative strategy to investigate the influence of civic engagement on resource mobilization. The results showed that civic communities were more successful at obtaining financial assistance, in-kind contributions, and volunteer time for education programs. The study found that engaged citizens were responsible for influencing improved education policies and for mobilizing support from both local and external sources.

Nationally, civic engagement has emerged as a significant variable in determining resource mobilization in Kenya, especially in informal settlements such as Kibera, Kenya. Gichuki and Magiri (2013) carried out a case study of Community-Based Organizations (CBOs) in Kibera to examine the role of civic engagement in accessing financial and material resources. Using qualitative research methods, including focus group discussions and in-depth interviews, the study affirmed that highly participatory CBOs were more effective at securing funding and conducting development projects. The study confirmed that active citizens played a crucial role in identifying local resources, establishing donor partnerships, and advocating for development projects. The researchers determined that civic engagement is essential in resource mobilization for informal settlements since it promotes community-driven development and coordination with external stakeholders.

Mwachiro (2017) examined youth participation in civic engagement and its influence on mobilizing resources in the informal settlements of Nairobi. The study focused on youth organizations and their ability to secure funds from different sources, including local businesses, non-governmental organizations, and international sponsors. Utilizing a mixed-methods approach, the study collected data through surveys and interviews administered to youth group leaders and funders' representatives. The overall findings indicated that those civic youth organizations that were actively involved in civic activities formed more solid networks and developed higher levels of trust and were more likely to be funded. The research concluded that civic engagement is especially valuable to youth-led organizations since it improves their visibility, credibility, and capacity to secure basic developmental resources.

Despite the extensive literature on civic engagement and resource mobilization, some gaps remain. Theoretically, little has been done regarding how different modes of civic engagement, such as volunteering, advocacy, and membership in CBOs, connect with resource mobilization in resource-scarce environments. Whereas most literature focuses on collective participation, fewer studies have looked at the differential impact of specific modes of civic engagement on resource mobilization outcomes. At a local level, research on civic action in slums such as Kibera continues to be under researched, even though such a group of people has peculiar socio-economic issues. More research is necessary to evaluate the impact of civic engagement on resource mobilization under such conditions, especially in the context of poverty and lack of institutional support.

Methodologically, much of the current research draws upon qualitative work, with fewer making use of quantitative or mixed-methods techniques to determine measurable relationships between civic participation and resource mobilization outcomes. Furthermore, longitudinal research that monitors the development of civic engagement over time and its long-term effects on resource mobilization is limited. To effectively address these deficiencies, it is essential to conduct more rigorously researched, contextually pertinent, and methodologically varied studies that enhance the comprehension of civic engagement's role in resource mobilization, especially within marginalized and resource-limited environments.

2.3.3 Social Network Diversity and Resource Mobilization

A network is understood to be one element of social capital and reflects the complex web of relations that an individual or groups of people create in their social environment to exchange resources, information, and support (Burt, 1992). Networks may come in forms that are either formal or informal, in relation to joining resources, encouraging cooperation, and building joint action (Burt, 1992). Networks are grouped into bonding social capital, which is characterized by strong, close relationships within a group, and the more heterogeneous groups that are brought together into bridging social capital, which contains weaker, more distant relationships among heterogeneous groups (Granovetter, 1973). Mobilizing resources, networks in themselves work as channels where financial, human, and social resources are transferred. Lin (2001) argues that networks help increase access to opportunities and resources while lowering the cost of their acquisition.

Globally, Woolcock (2001) explored the role of strong networks by Community-Based Organizations (CBOs) in mobilization of resources. Drawing from varied international settings, the research evaluated how CBOs utilize internal and external diverse networks to secure financial and non-financial resources. Using a mixed-methods approach that combined surveys and case studies, Woolcock (2001) studied network dynamics and found that organizations embedded within strong diverse social networks were more effective at resource mobilization due to trust and mutual relationships. The research concluded that well-established networks enable collective resource-sharing and increase access to external funding sources. In a concurrent study, Seibert et al. (2007) addressed the function of social networks in entrepreneurial enterprises, and more specifically, the influence of network strength on the access to resources. Taking place in the United States, the study utilized the survey-based methodological design on a stratified sample of entrepreneurs spanning industries. Using statistical tests, i.e., regression models, the results indicated that business owners who had diverse and high-quality networks had greater opportunities for acquiring financial resources, mentorship, and market opportunities. The research concluded that network-based relationships play an essential role in enabling business growth along with long-term survival. Additionally, Uzzi (1996) also examined the performance of small firms with respect to their embedding in complex networks. The research in the United States merged in-depth interviews with quantitative measures of firm performance metrics and revealed that companies with high-trust relationships in their networks enjoyed superior access to key resources such as capital, talent, and business opportunities. The findings demonstrated that network strength is essential for small company survival and long-term success.

Regionally, Okurut and Kabanda (2005) conducted research in Uganda to evaluate the impact of networks on resource mobilization in CBOs. The research aimed to determine how internal and external networking relations influence access to material and financial resources. Using survey research design, data was collected from a random sample of CBOs across different districts, and correlation and regression analyses demonstrated that internal networks were dense enough to facilitate the sharing of resources and permit organizations to form alliances with donors, government agencies, and private agencies. The findings concluded that network strength enhances the sustainability of CBOs through enhancing their ability to access funding and mobilizing community support. Additionally, Karanja (2012) studied networks between Kenyan agricultural cooperatives, focusing on mobilization of resources. Survey and focus group discussions with members of cooperatives were utilized in the research, which was

carried out in various Kenyan agricultural zones. Social network analysis was used to investigate the level of networking and its influence on access to finance, technical support, and market linkages. The results indicated that cooperatives with large networks were more financially viable and were more effective in influencing agricultural policies. This led to the conclusion that diverse networks serve as important platforms for resource mobilization and voice for policy in the agricultural industry.

Locally, Gichuki and Magiri (2013) investigated how diverse networks affect resource mobilization in CBOs in Kibera, the largest informal settlement in Kenya. Their qualitative research design involved interviews with CBO members and leaders, and participatory observations, which revealed that organizations that were well connected were able to access financial support from non-governmental organizations, government agencies, and international donors. The CBOs, with functional partnerships with local and external partners also enjoyed better access to technical assistance and capacity-development programs. The research findings indicated that networks are essential for addressing resource limitations in informal settlements. In a case study focused on Amani Kibera, Community-Based Organization in Nairobi, Odhiambo (2019) aimed to investigate the impact of the organization's networks on its capacity to mobilize resources. Through a mixed-methods approach of interviews, analysis of financial records, and stakeholders' surveys, results depicted that the success of Amani Kibera in mobilizing funds lies greatly with its strong networks with local enterprises, foreign donors, and state institutions. The results of this research revealed that internal and external networking significantly enhances the credibility and resource-mobilization ability of urban informal settlement-based community organizations. Additionally, Mwangi (2015) examined the effects of networks on the mobilization of funds for small enterprises in Nairobi by polling entrepreneurs from diverse businesses to gauge the influence of network strength on access to finances. Using econometric analysis application, the finding was that businesspeople with substantial networks had higher chances of accessing finance from formal sources, i.e., banks and microfinance institutions, and informal sources like peer groups and familial relations. The research reached the conclusion that networking constitutes an important strategy for small firms aiming at financial stability and expansion.

In various global, regional, and local contexts, empirical research consistently highlights the key role played by networks in underpinning resource mobilization. The key findings are that networks grant access to financial, human, and information resources, whereby organizations

and individuals embedded in good quality networks have more chances for obtaining funds, acquiring expert knowledge, and accessing market information. The presence of reciprocity and trust between networks enables collective action, which enables organizations to utilize external assistance more effectively. Secondly, networks are critical in resource-scarce settings, where they act as essential channels for tapping resources in informal settlements, agricultural cooperatives, and small enterprises. Those organizations that have broad and diverse networks have a competitive edge since organizations with broad networks are likely to have enhanced sustainability and growth in nonprofit and business settings.

Despite extensive literature on networks and resource mobilization, there are several research gaps. There is limited research on how bonding and bridging social capital interact in resource-poor environments, necessitating for more investigation into the ways in which various forms of networks influence mobilization strategies. Furthermore, the scarcity of longitudinal research creates gaps in the knowledge about how network structures change over time. There is a shortage of quantitative studies connecting attributes of networks to resource mobilization results, thereby calling for follow-up research utilizing statistical modeling to establish connection. Moreover, informal settlements remain underrepresented in network studies and given the unique socio-economic challenges of areas like Kibera, Kenya, more localized research is required to unpack the role of networks in these contexts.

2.4 Summary of Knowledge Gaps

This literature review presents recent studies on social capital and the mobilization of resources in community-based organizations (CBOs) in the Kibera informal settlement. It presents key findings related to the research goals and points out key knowledge gaps related to trust, networks, and civic participation.

Trust has been recognized as one of the enablers of mobilizing resources, but relationships between interpersonal, institutional, and generalized trust in low-resource settings are not well-researched. While networks are key to accessing resources, the complexities of bonding and bridging social capital in informal settlements like Kibera deserve further research. Most of the studies are qualitative, hence the need for more quantitative, longitudinal, and mixed-method studies to establish the long-term impact. Civic engagement has been identified as a driver of resource mobilization, but the interconnections between different forms of engagement and

resulting resource outcomes, especially in contexts of resource scarcity, are not sufficiently covered. These gaps need to be filled to better understand how social capital drives resource mobilization in challenging contexts.



Table 2.1: Research Gap

Social Capital Dimension	Author(s)	Aim of Study	Methodology Used	Findings	Knowledge Gaps	Focus of the Current Study
Trust	Putnam (2000)	Examining the role of trust in social capital development.	Qualitative analysis.	Trust enhances cooperation and collective action.	<p>Conceptual gap: Limited empirical quantification of trust in relation to resource mobilization.</p> <p>Contextual gap: Insufficient focus on trust within CBOs operating in urban informal settlements like Kibera.</p> <p>Methodological gap: Lack of quantitative or comparative studies capturing trust variations across diverse CBO contexts.</p>	The current study uses a descriptive cross-sectional survey to measure trust within Kibera's CBOs, examining how interpersonal and institutional trust contribute to resource mobilization.
	Fukuyama (1995)	Examining the relationship between trust and economic performance.	Theoretical framework analysis.	High-trust societies exhibit better economic coordination.		
	Woolcock (2001)	Examining trust as a bridging mechanism between different social groups.	Conceptual analysis.	Trust facilitates resource access and integration across social groups.		
	Gichuki and Magiri (2013)	Examining the influence of trust on financial transactions in CBOs.	Case study approach.	Trust improves financial accountability and sustainability in CBOs.		
	Odhiambo (2019)	Examining institutional trust in informal settlements.	Mixed methods.	Trust in institutions varies significantly across different socioeconomic contexts.		
Social Network Diversity	Granovetter (1973)	Examining the strength of weak ties in social networks.	Empirical study.	Weak ties provide access to diverse resources.	<p>Conceptual gap: Limited understanding of how bonding and bridging ties influence mobilization outcomes.</p> <p>Contextual gap: Sparse data on network dynamics in CBOs within informal urban settings</p>	This study addresses the gap by employing a descriptive cross-sectional survey to quantify the types and strengths of social networks within CBOs in Kibera.
	Lin (2001)	Examining social capital as an asset for individual and collective action.	Theoretical analysis.	Diverse social networks increase economic opportunities.		

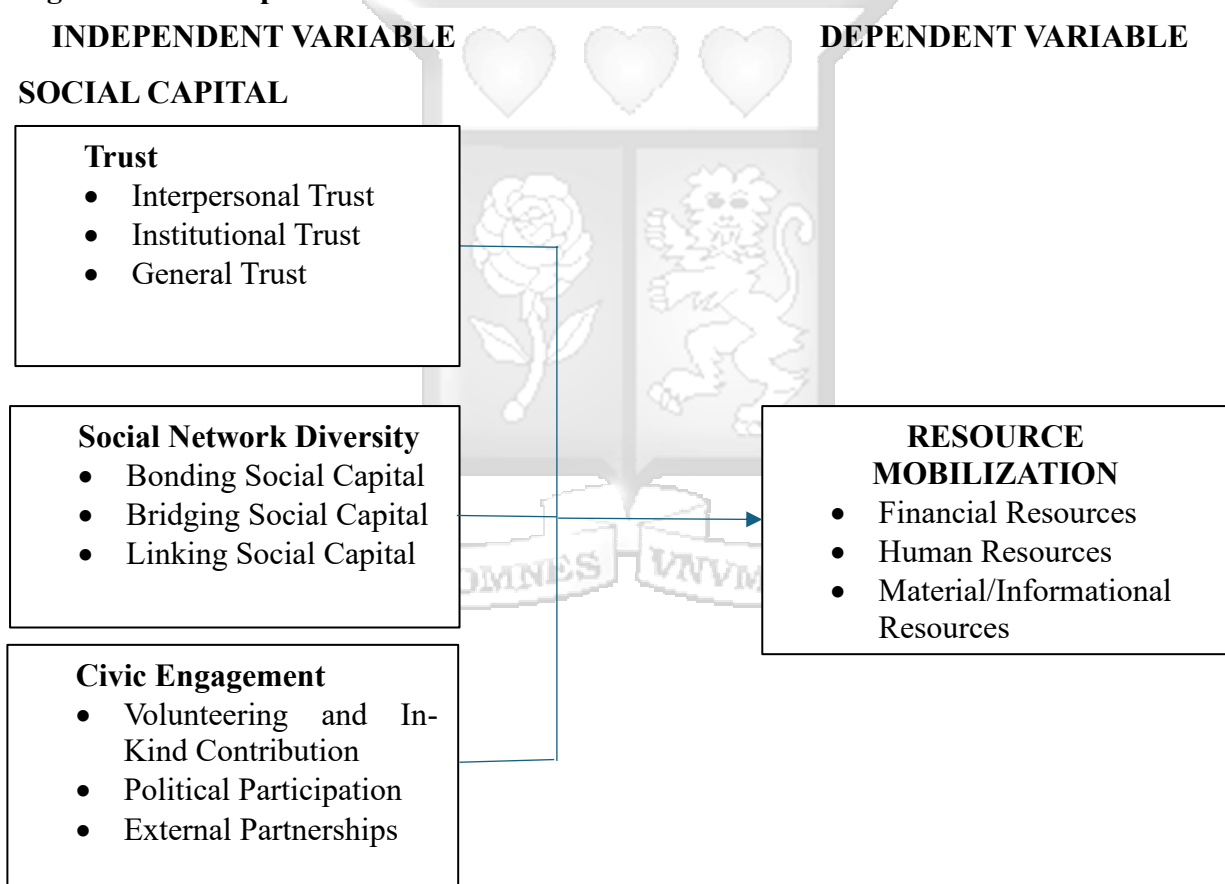
	Seibert et al. (2007)	Evaluating network diversity and career success.	Empirical study.	Bridging networks enhance knowledge sharing and innovation.	like Kibera. Methodological gap: Predominantly qualitative studies with minimal use of quantifiable network measures.	By analyzing both bonding and bridging capital, the study provides empirical data on how these networks contribute to resource mobilization, addressing both the contextual and methodological gaps.
	Gichuki and Magiri (2013)	Role of social networks in CBO financial sustainability.	Case study approach.	Social networks strengthen CBO resilience and resource access.		
	Okurut and Kabanda (2005)	Social capital and microfinance access.	Quantitative analysis.	Bridging social capital improves credit access in low-income communities.		
Civic Engagement	Putnam (2000)	Role of civic engagement in democratic participation.	Theoretical and empirical study.	Higher civic engagement correlates with stronger democratic institutions.	Conceptual gap: Limited clarity on which forms of civic engagement most influence resource mobilization. Contextual gap: Insufficient localized studies on civic engagement within informal settlement CBOs. Methodological gap: Lack of longitudinal or mixed-methods studies tracking civic engagement outcomes over time.	Using a cross-sectional survey, the study quantitatively measures the level and types of civic engagement within Kibera's CBOs and their relation to resource mobilization. This method addresses the methodological gap by providing measurable data on how different civic engagement activities influence resource mobilization, addressing both conceptual and contextual gaps in the literature.
	Fukuyama (1995)	Civic participation and social trust.	Theoretical analysis.	Civic engagement builds trust and social cohesion.		
	Hooghe and Stolle (2003)	Influence of civic engagement on social capital formation.	Empirical study.	Civic engagement fosters community solidarity and cooperation.		
	Gichuki and Magiri (2013)	Civic engagement and financial sustainability in CBOs.	Case study approach.	Civic engagement enhances resource mobilization in CBOs.		
	Mwachiro (2017)	Role of civic activism in informal settlements.	Mixed methods.	Civic activism strengthens community bargaining power.		

Source: Researcher (2025)

2.5 Conceptual Framework

Using the conceptual framework (Figure 2.1), the research aims to realize the linkage between the independent variables and the dependent variable concerning this study. A conceptual framework indicates the ideas of the researcher structured in a diagrammatic representation to depict the link between these variables (Mugenda & Mugenda, 2003). The independent variable, social capital which includes trust, networks, and civic engagement will be studied to assess their influence on the dependent variable, resource mobilization which includes financial, human, and informational/material resources.

Figure 2.1: Conceptual Framework



Source: Researcher (2025)

2.6 Operationalization of Variables

This section of the study identifies and operationalizes the crucial variables, independent, and dependent variables of the study.

Table 2.2: Operationalization of Study Variables

Variable	Indicators	Source Data	Data Collection Tool	Data Analysis
Trust	Trust between individuals Trust in institutions Reciprocity	Derived from Claridge (2018), Putnam (2000), and Coleman (1990); assessed through organizational records of participation, volunteerism, and giving as proxies of interpersonal and institutional trust.	Surveys Focus groups Record analysis Logs	Descriptive statistics Trend analysis Frequency analysis Correlation analysis
Social Network Diversity	Local and external partnerships Diversity of network contacts	Draws on Lin (2001), Putnam (2000), and Portes (1998); based on network documentation (e.g., MoUs, partnership records) and volunteer/partner interactions to capture bonding and bridging ties.	Surveys Semi-structured interviews Record analysis	Network analysis (centrality measures) Descriptive statistics
Civic Engagement	Participation in community events Volunteerism Involvement in governance	Anchored in Putnam (2000) and Fukuyama (1995); sourced from activity logs, event attendance, and records of community participation and organizational roles to assess engagement levels.	Surveys Interviews Records Observation	Descriptive statistics Network analysis Thematic analysis
Financial Resources	Donations Grants Funds raised	Based on Edwards & McCarthy (2004) and Jenkins (1983); obtained from CBOs' audited financial reports, fundraising statements, and income source records.	Record analysis Key informant interviews Document review	Descriptive statistics Trend analysis Comparative analysis (e.g., year-on-year trends)
Human Resources	Number of volunteers Skill levels Availability of professional support	Derived from Onyx & Bullen (2000) and Klandermans (1984); collected from volunteer rosters, training attendance, and staff recruitment/retention reports.	Surveys Volunteer logs Interviews	Descriptive statistics Frequency analysis Skill gap analysis
Material Resources	Donations of goods Access to tools, equipment, and training materials Availability of information resources	Informed by Pfeffer & Salancik (1978) and Edwards & McCarthy (2004); gathered from inventory logs, resource utilization reports, and infrastructure documentation.	Record analysis Surveys Inventory reviews	Descriptive statistics Trend analysis Resource utilization metrics

Source: Researcher (2025)

2.7 Chapter Summary

This chapter summarizes the theoretical and empirical literature review and provides a snapshot of the conceptual framework that this study will follow. It also provides an overview of the operationalization of the study variables that will guide the formulation of the data collection tool.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter details the methodology followed in conducting the study. The aspects outlined are the research design, target population, sample size, sampling procedure, research instrument, validity and reliability, data collection procedures, data analysis, ethical considerations, and the operationalization of the variables under study.

3.2 Research Philosophy

This research employed a positivist research philosophy focusing on objectivity, quantification, and statistical testing to determine relationships between variables (Creswell, 2014; Kumar, 2019). The positivist paradigm assumes that social phenomena can be explained by applying the same scientific method used in the natural sciences and thus could be used in studying how social capital, expressed in terms of networks, trust, and civic engagement, affects the mobilization of resources in community-based organizations (CBOs) working in resource-poor settings such as Kibera, Nairobi.

The choice of positivism was driven by its capacity to operationalize social capital into measurable variables such as trust, networks, and civic engagement, thus allowing systematic hypothesis testing as well as the establishment of correlations (Smith & Osborne, 2022; Johnson & Holloway, 2023). The methodology ensured that the results produced are objective, replicable, and highly generalizable, offering insights that can be utilized to improve the sustainability and effectiveness of community-based organizations (CBOs) (Brown & Clarke, 2023; Williams & Garcia, 2023).

The study sought to provide empirical evidence that could be used to inform practice in community development and respond to problems of mobilization of resources in such contexts, adopting a synthesis of social capital and resource mobilization theory from the positivist viewpoint.

3.3 Research Design

This study utilized a descriptive cross-sectional survey research design within the quantitative research framework to effectively meet the research goals. A descriptive research design is suitable for studying the prevailing conditions that are typical of different components in a manner that facilitates a systematic exploration of social capital comprising network diversity, trust, and civic engagement and its influence on the mobilization of resources within Community-Based Organizations (CBOs) (Bryman, 2016) (Mugenda & Mugenda, 2003). The cross-sectional design of the research allows the researcher to gather data simultaneously, thus allowing the study to provide a snapshot of the inter-relationship between variables and have findings that can be applied and utilized (Kothari, 2004).

With a descriptive cross-sectional survey design, this research facilitates active exploration of how social capital leverages resources, providing practical information that may enhance the sustainability and effectiveness of Community-Based Organizations (CBOs) in resource-constrained environments like Kibera (Field, 2013).

3.4 Target Population

The target population in this research consisted of 432 CBO officials/founders and most experienced CBO members drawn from 108 CBOs registered with the National Community-Based Organization Council (NCBOC). The organizations are currently involved in the implementation of Youth Empowerment Projects, Women's Welfare Projects, and Environmental Conservation Projects. These three categories were found to be the most implemented projects in Kibera, as indicated by information gathered from the National Community-Based Organization Council (NCBOC, 2023).

3.5 Sampling Design

There were four respondents for every one of the 108 CBOs: two CBO officials (the founder or co-founders and one senior official) and two of the most experienced members of the CBOs. This ensured that the respondents covered those who occupy strategic positions in resource mobilization activities in the CBOs. 432 respondents were obtained by multiplying the four representatives per CBO with the number of 108 active CBOs ($4 \times 108 = 432$). The goal was to attain a 95 % confidence level with a 5 % margin of error, taking into account the time and

size of the population and expected variability (Bryman, 2016). While various formulas are available for calculating sample size, this study used Slovin's formula was used due to its simplicity and scientific reliability, especially suitable for studies with relatively large populations and unknown population variability. The sample size was calculated as follows:

$$n = N / (1 + N(e^2))$$

Where “n” represented the number of samples, “N” denoted the total population, and “e” signified the error tolerance. In this case, N was the target population (432), and e was the standard error of estimate, 5 % at a 95 % confidence level, resulting in a sample size of n (208).

$$n = 432 / (1 + 432(0.05^2)) \quad n = 432 / (1 + 1.08) \quad n = 432 / 2.08$$

$$n = 207.69$$

$$\cong 208$$

Therefore, the sample size of 208 respondents was targeted and obtained from the total population of 432 respondents.

To enhance representativeness, stratified sampling was used to divide the population into two main strata; CBO officials and experienced members. Within each stratum, judgmental (purposive) sampling was applied to select individuals with direct involvement in mobilizing resources. This non-probability technique was appropriate for targeting respondents with relevant expertise and experience. (Mugenda & Mugenda, 2003). Neyman allocation was used to distribute the sample proportionally across the strata, minimizing variance and enhancing the representativeness of the sample.

Neyman allocation Formula

$$n_h = (N_h / N) * n$$

Whereby;

N- Total target population size

n_h- The sample size for stratum h

N_h= Total population for stratum

n = Total Sample size

CBO Officials (216/432)*208=104 Respondents

CBO Members (216/432)*208=104 Respondents

To ensure representation of the three project categories, Youth Empowerment, Women’s Welfare, and Environmental Conservation, CBOs were further stratified by their primary project type based on NCBOC (2023) data. Respondents were selected within each category to reflect proportional representation of the diverse project focus areas. CBO officials were selected based on their leadership roles and direct involvement in strategic resource mobilization. Experienced members were chosen based on tenure and active participation in project implementation and resource mobilization initiatives.

Table 3.1 Sample Size Distribution

Category	No. in Category	Portion in the Sample	Sample Size
CBO Officials	216	$(216/432) * 208$	104
CBO Members	216	$(216/432) * 208$	104
Total	432	208	208

Source: National Community Based Organization Council (NCBOC) (2023)

Additionally, purposive sampling was used to identify key informants, including two CBO officials and two experienced members from the most active organizations, to provide insights into how social capital influences resource mobilization. Combining stratified sampling with purposive selection ensured a scientifically sound and representative sample while capturing diverse perspectives critical to addressing the study's objectives comprehensively.

3.6 Data Collection Method

This study utilized a structured questionnaire as the main data collection instrument to gather quantitative data from Community-Based Organizations (CBOs) operating within Kibera, Nairobi. The structured format, composed entirely of close-ended questions, ensured consistency in responses, allowed for objective measurement of variables, and facilitated efficient statistical analysis (Creswell & Creswell, 2018). The data collected included both numerical and categorical variables, enabling the researcher to quantify dimensions of social capital and assess their relationship with resource mobilization outcomes.

The questionnaire was organized into five distinct sections, each aligned with specific variables outlined in the study. Section A captured demographic and organizational background information, including the respondent's role in the organization, years of involvement, and the primary category of project implemented namely youth empowerment, women's welfare, or environmental conservation. Section B focused on the dimension of trust, measuring indicators such as interpersonal trust, institutional trust, transparency, and financial accountability using a Likert-scale format. Section C addressed social network diversity, assessing the number, type, and frequency of interactions with stakeholders, including internal members, external partners, and donors. This section also inquired about the existence of formal collaborations and partnerships. Section D explored civic engagement, capturing data on member participation in governance processes, volunteerism, and involvement in community events and advocacy. Lastly, Section E focused on resource mobilization, with questions targeting the types of resources mobilized (financial, human, and material), their sources, and sustainability indicators such as donor retention and the stability of funding streams.

The questionnaire was administered online via WhatsApp, a platform widely used by CBOs in Kibera for organizational communication and coordination. This method was selected for its speed, accessibility, cost-effectiveness, and familiarity among respondents. The choice of WhatsApp facilitated efficient distribution and increased the likelihood of response, particularly in a context where mobile technology is widely adopted for grassroots mobilization and coordination (Bryman, 2016).

To enhance reach and relevance, the study collaborated with community leaders and grassroots networks to access participating CBOs and facilitate respondent engagement. This approach ensured that selected participants were knowledgeable and actively involved in resource mobilization activities, improving the reliability and validity of the data collected.

Overall, the use of a structured questionnaire enabled the systematic and targeted collection of data aligned with the study's objectives, ensuring comprehensive coverage of the dimensions of social capital and their influence on resource mobilization among CBOs in Kibera.

3.7 Data Analysis

The adoption of a descriptive cross-sectional survey design in this study was informed by its suitability for capturing reliable, objective data at a single point in time, allowing for the investigation of relationships between social capital dimensions and resource mobilization among Community-Based Organizations (CBOs) in Kibera. Anchored in the positivist research paradigm, the study sought to analyze observable, quantifiable variables and generate empirically grounded insights (Creswell & Plano Clark, 2018). Accordingly, the study employed both descriptive and inferential statistics, each serving a distinct but complementary role in the analysis process.

Descriptive statistics summarized raw data into meaningful patterns, offering insights into the distribution and central tendencies. Frequencies, percentages, means, and standard deviations described respondent demographics and summarized responses on trust, social network diversity, civic engagement, and resource mobilization indicators (financial, human, and material). This provided a clear sample profile and identified trends.

After cleaning, coding, and summarizing data, inferential statistics tested hypotheses and examined relationships between variables. Pearson's correlation analysis assessed the strength and direction of linear relationships between social capital dimensions and resource mobilization. This method suited the continuous nature of the data and helped determine associations among trust, social network diversity, civic engagement, and resource mobilization outcomes. Correlation coefficients (R-values) indicated relationship magnitude and direction, while p-values determined statistical significance. This inferential approach supported evidence-based conclusions drawn from descriptive trends.

All analyses were conducted using SPSS, a robust tool for both descriptive and inferential procedures. Results were presented in tables and interpreted in alignment with study objectives. Descriptive statistics provided an overview and profile of the data, while inferential statistics tested hypotheses and supported generalization, making both essential in addressing the research problem.

3.8 Research Quality

Research quality refers to the trustworthiness and accuracy of study findings, often assessed through reliability and validity. Reliability ensures consistency of results, while validity confirms that the research accurately measures what it intends to (Creswell, 2014).

3.8.1 Validity of Instrument

To ensure the instrument accurately measured the intended variables and contributed to the credibility of the study findings, a pilot study was conducted. This pilot study served as a simulation and replication of the actual research, aimed at identifying potential weaknesses in the questionnaire and enabling necessary adjustments (Kothari, 2004). The pilot was carried out in Mathare informal settlement, a location with socio-economic and demographic characteristics similar to those of the actual study area. This choice enhanced the relevance of the findings for the intended study context.

A total of 42 respondents participated in the pilot, 21 CBO officials/founders and 21 of the most experienced CBO members representing 20% (42) of the total sample size. Mugenda and Mugenda (2003) recommend a pretest sample of between 10% and 20%, making the chosen proportion methodologically sound. The pilot was administered online and allowed respondents to interpret the questions, offering valuable feedback on clarity, structure, and relevance. Insights from this phase facilitated refinement of the questionnaire, enhancing both its validity and reliability.

Validity, defined as the extent to which a data collection tool measures what it is intended to measure (Saunders et al., 2011), was further ensured through content validation. The researcher consulted with academic colleagues and the research supervisor, who reviewed the questionnaire for relevance, clarity, and coverage of the research objectives. Their critiques and suggestions informed necessary improvements to the instrument prior to the main survey. Therefore, both the pilot testing and expert consultation processes significantly contributed to enhancing the instrument's validity.

3.8.2 Reliability of Instrument

Reliability refers to the extent to which a research tool measures consistently every time it is applied under the same circumstances (Mugenda & Mugenda, 2003). In this study, the split-half reliability method was utilized in establishing the instrument's reliability. The questionnaire was divided randomly into two halves, one containing odd-numbered items and the other even-numbered items. The first part of the instrument was distributed to the participants and the scores recorded, then the second part was administered. The sum score of the two parts was computed. For internal consistency determination, Cronbach's Alpha was computed with a cut-off of 0.7 as recommended by Mugenda and Mugenda (2012). All objectives were reliability-tested, in which coefficients greater than the 0.7 mark, as recommended by Tasar (2019), for constructs such as social capital and resource mobilization strategies trust, networks, civic engagement, and outcomes of social capital on resource mobilization, indicated that the questionnaire is reliable and does not require any change. The cut-off value of this study was consistent with these standard cut-offs.

To determine the acceptable cutoff value for reliability in the present study, it was necessary to examine the literature and empirical evidence presented on the reliability values used in similar research contexts. One of the most widely used statistics for the assessment of internal consistency is Cronbach's Alpha, and several studies have suggested different thresholds based on the particular research context. Mugenda and Mugenda (2012) contended that a Cronbach's Alpha value of 0.7 is widely accepted across the globe in social science research, which means the scale is reliable.

In social capital and resource mobilization research, such as that of Tasar (2019), the practice is to report reliability coefficients above 0.7 as an indicator of adequate reliability. Such research makes use of a 0.7 cut-off point, based on the research by Mugenda and Mugenda (2012), especially when researching constructs such as social capital, in which the dimensions of trust, networks, and civic engagement are present. Tasar (2019) noted that such types of constructs typically have reliable outcomes when Cronbach's Alpha is more than 0.7.

Some studies use marginally higher or lower cut-offs, depending on the construct complexity or sample size. For instance, in organizational and healthcare research, studies by Sekaran (2003) and Pallant (2020) showed that a Cronbach's Alpha of 0.6 to 0.7 may be acceptable for

exploratory research, especially when working with small sample sizes. On the other hand, values of 0.8 and higher are preferred in more established fields of research. The point of cutoff of reliability can differ with context. In research that concerns resource mobilization (financial, human, and material resources) de Vaus (2013) suggested Cronbach's Alpha of 0.7 and above as being sufficient. For research in new or emerging areas, a lower cutoff of 0.6 would be acceptable.

Based on the literature and the design of this study, which focused on social capital and resource mobilization, Cronbach's Alpha of 0.7 was used as the cut-off point. This is recommended by Mugenda and Mugenda (2012) as the acceptable minimum reliability standard in social science research and agrees with Tasar's (2019) results for constructs similar to those examined in this study. If all Cronbach's Alpha values are greater than 0.7 for all constructs, i.e., trust, network, civic engagement, and outcomes of social capital on resource mobilization, then the instrument would be considered reliable, thereby avoiding any need for modification.

Table 3.2 Reliability Analysis Results

Trust	0.7350
Network	0.7014
Civic Engagement	0.7453
Outcomes of social capital on resource mobilization	0.7027

Source: Primary Data (2025)

Cronbach Alpha for each of the constructs was checked. Civic engagement had the highest alpha of 0.7453, making it the most reliable, followed by trust with an alpha value of 0.7350, then outcomes of social capital on resource mobilization with an alpha value of 0.7027, and networks with 0.7014. This illustrates that all these variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Tasar, 2019). This, therefore, indicated that the questionnaire was reliable and did not need any modification.

3.9 Ethical Consideration

In the execution of this research, there was strict adherence to ethical guidelines throughout the processes of data collection and management, which ensured the integrity of the research was upheld. Ethical approval was obtained before commencing data collection from both the

Strathmore University Institutional Scientific and Ethical Review Committee (SU-ISERC) and the National Commission for Science, Technology and Innovation (NACOSTI). Moreover, authorization was obtained from the local authorities in Kibera. An introductory letter from Strathmore University Business School was also to be provided to increase the confidence of the respondents.

Informed consent was an important aspect, wherein participants gave their consent in writing after being informed extensively about the proposed study's purpose, procedures, and their rights, following the provisions of the participant information and consent form (Creswell, 2014). Precisely, they understood the nature of participation in this study. Private information was kept confidential, and data was stored safely and anonymized; hence, the data could not be traced to individual respondents (Smith & Osborne, 2022).

The significance of voluntary participation was underscored, ensuring that participants are cognizant of their entitlement to withdraw from the study at any moment without experiencing any negative repercussions on their relationship with the researcher or their organization (Bryman, 2016). All interactions were governed by respect and courtesy, thereby maintaining the dignity of each participant throughout the research process.

3.10 Chapter Summary

This chapter presents the research methodology used in the study, including the research design, target population, sampling techniques, research instrument, data collection and analysis procedures, and ethical considerations. It highlights the adoption of a positivist research philosophy and a descriptive cross-sectional survey design to explore the relationship between social capital and resource mobilization in community-based organizations (CBOs) in Kibera, Nairobi. The target population and sampling process are discussed, along with the structured questionnaire as the primary data collection tool. Methods for ensuring validity, reliability, and ethical compliance are also outlined. Data analysis involved statistical techniques to derive insights, ensuring objectivity and replicability.

CHAPTER FOUR

RESULT FINDINGS AND INTERPRETATIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the results obtained from the field. It presents the contextual information of the respondents, and the findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.1.1 Questionnaire Return Rate

The research sampled 208 respondents and administered the questionnaire to all of them, but only 204 questionnaires were filled. This gave a response proportion of 98 %, which is higher than the 50% mark that is considered significant, a response proportion for a statistical analysis as recommended by (Kumar, 2019).

Table 4.1: Response Rate

	Number of Respondents	Percentage (%)
Response	204	98
Non response	4	2
Total	208	100

Source: Primary Data (2025)

4.2 Background Information

To develop a comprehensive profile of the respondents, demographic data was collected to provide insights into their backgrounds and experiences. The information gathered included key variables such as gender, age group, and highest level of education, offering a snapshot of the respondents' personal and professional attributes. Additionally, details regarding their roles within the Community-Based Organization (CBO), the duration of their service, and the nature of projects undertaken by the CBO were documented. This data serves as a foundation for understanding the composition of the respondents and the organizational dynamics within the CBOs.

4.2.1 Gender of the Respondent

Analyzing the gender distribution of respondents was a crucial component of the study, as it offered valuable insights into the level of gender inclusivity within Community-Based Organizations (CBOs). Understanding the representation of different genders helped assess the extent of equitable participation in CBO activities and decision-making processes. This analysis provided a basis for evaluating whether CBOs foster an inclusive environment that encourages diverse perspectives. The findings were systematically summarized and presented in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	99	48.53
Female	105	51.47
Total	204	100

Source: Primary Data (2025)

The results revealed that out of the total respondents, 99 (48.53%) were male, while 105 (51.47%) were female. This near-equal distribution of genders suggests a well-balanced representation, minimizing the risk of gender bias. As a result, the data collected can be considered credible and reflective of diverse perspectives, enhancing the overall reliability of the findings.

4.2.2 Age Bracket of the Respondent

The respondents were further asked to indicate the age bracket to which they belong. The results were as shown in Table 4.3.

Table 4.3: Age of the Respondent

Age	Frequency	Percentage (%)
18-24 years	71	34.80
25-34 years	101	49.51
35-45 years	30	14.71
46-59 years	2	0.98
Above 60 years	0	0
Total	204	100

Source: Primary Data (2025)

The study findings indicate that the majority of respondents fell within the 25-34 years age bracket, accounting for 101 individuals (49.51%). This was followed by those aged 18-24 years, representing 71 respondents (34.80%), while 30 respondents (14.71%) were in the 35-45 years category. The least represented group was individuals aged 46-59 years, with only 2 respondents (0.98%). This diverse age distribution suggests that the study captured insights from a broad spectrum of CBO officials and project managers, ensuring a well-rounded and inclusive range of perspectives relevant to the research objectives.

4.2.3 Highest Level of Education of the Respondent

The CBO officials and CBO members were asked to mention their highest education level. Table 4.4 presents their answers.

Table 4.4: Highest Level of Education of Respondents

Level of Education	Frequency	Percentage (%)
Primary	16	7.84
Secondary	74	36.27
University	40	19.61
Tertiary	74	36.27
Total	204	100

Source: Primary Data (2025)

Table 4.4 illustrates the educational background of the respondents, revealing that 40 respondents (19.61%) had attained a university education, while 74 respondents (36.27%) had completed secondary education. An equal proportion, 74 respondents (36.27%), had pursued tertiary-level education, whereas 16 respondents (7.84%) had obtained primary-level qualifications. This diverse educational distribution indicates that all respondents possessed a sufficient level of literacy and comprehension, enabling them to engage meaningfully with the study topic and provide reliable and insightful responses.

4.2.4 Position in the CBO

The respondents were requested to indicate their position in the CBOs. Their answers were as shown in Table 4.5.

Table 4.5: Position in CBO

Position	Frequency	Percentage (%)
CBO Official	103	50.49
CBO Member	101	49.51
Total	204	100

Source: Primary Data (2025)

The findings show that 103(50.49%) of respondents were CBO officials and 101(49.51%) were CBO members.

4.2.5 Duration of Service in the CBOs

Table 4.6 presents the distribution of respondents based on their tenure within Community-Based Organizations (CBOs). The findings indicate that the largest proportion, 88 respondents (43.14%), had 2-4 years of experience in CBOs, followed by 69 respondents (33.82%) who had been involved for less than a year. Additionally, 44 respondents (21.57%) had contributed their expertise for 5-10 years, while a small minority of 3 respondents (1.47%) had amassed over 10 years of experience. This variation in work experience highlights a diverse respondent pool, encompassing both relatively new members and seasoned professionals, thereby enriching the study with a broad range of insights and perspectives.

Table 4.6: Duration of Service in the CBOs

Duration	Frequency	Percentage (%)
Below 1 year	69	33.82
2-4 years	88	43.14
5-10 years	44	21.57
Over 10 years	3	1.47
Total	204	100

Source: Primary Data (2025)

4.2.6 Type of Projects

Table 4.7 presents the distribution of Community-Based Organization (CBO) projects based on respondent feedback. The majority, 137 respondents (67.16%), indicated that their CBOs were primarily engaged in youth empowerment initiatives. Meanwhile, 40 respondents (19.61%) reported that their organizations focused on women empowerment projects, while 27 respondents (13.24%) stated that their CBOs were dedicated to environmental conservation efforts. These findings highlight the diverse range of community interventions undertaken by CBOs, with a strong emphasis on youth development, gender empowerment, and sustainability.

Table 4.7: Type of Projects

Project Type	Frequency	Percentage (%)
Youth Empowerment	137	67.16
Environmental Conservation	27	13.24
Women Empowerment	40	19.61
Total	204	100

Source: Primary Data (2025)

4.3 Descriptive Statistical Analysis Results

4.3.1 Trust and Resource Mobilization

This section presents an in-depth analysis of the level of trust within the organization and examines its influence on resource mobilization. The findings explore how trust among stakeholders, including CBO members, leadership, and external partners, impacts the organization's ability to attract, secure, and manage resources effectively.

(Strongly Disagree=1, Disagree=2, Neutral =3, Agree=4, Strongly Agree=5).

(Strongly Disagree=SD, Disagree=D, Neutral =N, Agree=A, Strongly Agree=SA).

Table 4.8: Trust and Resource Mobilization

Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	STD. DEV
Members of this organization trust one another completely.	1	4	52	142	5	3.72	0.57
Leadership in this organization is transparent and trustworthy.	1	6	31	158	8	3.81	0.56
There is mutual trust between this organization and its partners.	1	4	35	155	9	3.82	0.55
Members can rely on each other during crises.	1	0	28	135	40	4.04	0.61
Financial management within the organization is handled transparently.	2	2	43	133	24	3.86	0.66
Trust among members has improved the organization's ability to secure external funding.	1	3	37	129	34	3.94	0.67
Composite Mean & STD.DEV						3.87	0.6

Source: Primary Data (2025)

Table 4.8 shows that respondents agreed with the statements assessing the relationship between trust and resource mobilization, as reflected in the high composite mean score of 3.87. Specifically, the findings indicate that members can depend on each other during times of crisis, achieving the highest mean score of 4.04. Additionally, respondents acknowledged that trust among members has significantly enhanced the organization's ability to secure external funding (mean = 3.94). Transparency in financial management within the organization was also rated highly, with a mean score of 3.86. Furthermore, mutual trust between the organization and its partners was evident (mean = 3.82), reinforcing the importance of external relationships in resource mobilization. Leadership within the organization was perceived as both transparent and trustworthy, as reflected in a mean score of 3.81. Lastly, while members demonstrated strong trust in one another, this aspect received the lowest score among the evaluated trust indicators (mean = 3.72), suggesting room for further strengthening of internal cohesion.

4.3.2 Civic Engagement and Resource Mobilization

This section examines the influence of civic engagement on resource mobilization within the CBOs. Active participation in community initiatives, volunteerism, and stakeholder collaboration can enhance access to financial, material, and informational resources. By fostering a sense of collective responsibility and strengthening social ties, civic engagement creates opportunities for partnerships, advocacy, and external support. This analysis explores how increased community involvement contributes to effective resource mobilization, ultimately driving organizational growth and sustainability.

Table 4.9: Civic Engagement and Resource Mobilization

Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	STD. DEV
Members actively participate in community projects.	1	0	17	144	42	4.11	0.57
Volunteerism is highly encouraged and practiced within this organization.	1	9	34	138	22	3.84	0.68
The organization engages in advocacy for community welfare.	3	0	18	126	57	4.15	0.69
Members participate in local governance or decision-making forums.	2	6	40	145	11	3.77	0.63
Civic engagement efforts have led to increased resource mobilization.	1	1	24	153	25	3.98	0.55
Community members are consulted about the organization's activities.	1	9	34	153	7	3.76	0.61
Composite Mean & STD.DEV						3.93	0.62

Source: Primary Data (2025)

The results in Table 4.9 indicate that civic engagement plays a significant role in resource mobilization, with varying levels of agreement among respondents. The highest-rated statement, "The organization engages in advocacy for community welfare" (Mean = 4.15, SD = 0.69), suggests that advocacy efforts are a key component of the organization's civic engagement, potentially influencing its ability to attract resources and external support. Similarly, "Members actively participate in community projects" (Mean = 4.11, SD = 0.57) highlights strong involvement in local initiatives, reinforcing the importance of grassroots participation in mobilizing resources. The statement "Civic engagement efforts have led to increased resource mobilization" (Mean = 3.98, SD = 0.55) further confirms that active involvement in community affairs contributes to securing financial and non-financial support. "Volunteerism is highly encouraged and practiced within this organization" (Mean = 3.84, SD = 0.68) indicates that while volunteerism is valued, there is some variation in how consistently it is practiced. Lower-rated statements, such as "Members participate in local governance or decision-making forums" (Mean = 3.77, SD = 0.63) and "Community members are consulted about the organization's activities" (Mean = 3.76, SD = 0.61), suggest that while participation in governance and community consultations occurs, there may be room for improvement in ensuring inclusivity and engagement at decision-making levels.

Overall, with a composite mean of 3.93 (SD = 0.62), the findings suggest a strong positive perception of civic engagement's role in resource mobilization. However, differences in standard deviation values indicate some variability in responses, implying that while civic engagement is generally effective, its impact may vary across different organizational activities.

4.3.3 Social Network Diversity and Resource Mobilization

This section examines the critical role that social network diversity play in facilitating resource mobilization within the organization. Strong social connections enhance access to financial, material, and informational resources by fostering collaboration, trust, and strategic partnerships. By evaluating the extent to which these networks contribute to securing funding, attracting support from external stakeholders, and strengthening internal cohesion, this analysis provides valuable insights into how interconnected relationships drive sustainable resource acquisition and organizational growth.

Table 4.10: Social Networks Diversity and Resource mobilization

Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	STD. DEV
This organization has a wide range of local connections.	0	9	37	148	10	3.78	0.60
The organization collaborates effectively with other CBOs.	0	0	17	162	25	4.04	0.45
Members regularly interact with government officials to further goals.	0	13	44	130	17	3.74	0.70
Networking activities have contributed significantly to resource mobilization.	0	6	35	158	5	3.79	0.52
Partnerships with donors or funders are strong and sustained.	0	3	39	136	26	3.91	0.61
Collaboration within networks has resulted in successful projects.	0	0	20	164	20	4.00	0.44
Composite Mean & STD.DEV						3.88	0.55

Source: Primary Data (2025)

The findings in Table 4.10 underscore the critical role of social network diversity in resource mobilization, with collaboration within networks emerging as the most impactful factor. Collaboration within networks has resulted in successful projects (Mean = 4.00), emphasizing the importance of collective efforts in achieving organizational goals. Effective collaboration with other CBOs (Mean = 4.04) further strengthens resource-sharing and strategic partnerships. Strong and sustained partnerships with donors or funders (Mean = 3.91) enhance financial stability and long-term support. Networking activities have also significantly contributed to resource mobilization (Mean = 3.79), demonstrating the value of interconnected relationships in securing funds and other vital resources. The presence of a wide range of local connections

(Mean = 3.78) facilitates access to both financial and non-financial support. Lastly, regular interaction with government officials (Mean = 3.74) plays a key role in policy advocacy and funding opportunities, though responses on this aspect were slightly varied. With a composite mean of 3.88 and a low standard deviation (0.55), the results indicate a strong consensus on the importance of social networks in driving resource mobilization and organizational sustainability.

4.3.4 Resource Mobilization

This section examines the impact of social capital on resource mobilization, evaluating how trust, networks, and civic engagement contribute to securing financial, material, and informational resources by CBOs. By analysing the extent to which social relationships enhance fundraising efforts, attract donor support, and strengthen community collaboration, this section provides insights into the tangible benefits of social capital in sustaining and expanding organizational initiatives.

Table 4.11: Resource Mobilization

Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)	Mean	STD. DEV
This organization has mobilized financial resources due to strong social networks.	2	11	34	150	7	3.73	0.66
Trust among members has improved the organization's ability to secure external funding.	1		24	160	16	3.92	0.54
Partnerships have led to resource-sharing opportunities.	0	7	26	166	5	3.83	0.51
Member participation has resulted in more volunteer contributions.	1	2	12	165	24	4.02	0.51
Resource mobilization due to social capital has	1	5	15	178	5	3.89	0.48

enhanced organizational sustainability.								
Composite Mean & STD.DEV							3.88	0.54

Source: Primary Data (2025)

The findings in Table 4.11 highlight the significant role of social capital in resource mobilization, with varying degrees of impact across different aspects. The highest-rated outcome is "Member participation has resulted in more volunteer contributions" (Mean = 4.02, SD = 0.51), indicating that active involvement fosters a strong culture of volunteerism, leading to increased contributions of time and effort. "Trust among members has improved the organization's ability to secure external funding" follows closely (Mean = 3.92, SD = 0.54), suggesting that strong internal relationships build credibility and enhance access to external support. Similarly, "Resource mobilization due to social capital has enhanced organizational sustainability" (Mean = 3.89, SD = 0.48) underscores the long-term benefits of leveraging social networks for continued growth and resilience. "Partnerships have led to resource-sharing opportunities" (Mean = 3.83, SD = 0.51) highlights the advantages of collaborative networks in pooling resources, reducing costs, and improving efficiency. Lastly, "This organization has mobilized financial resources due to strong social networks" (Mean = 3.73, SD = 0.66) reflects a positive but relatively lower acknowledgment of social networks directly contributing to resource mobilization, possibly due to other influential factors.

Overall, the composite mean (3.88) suggests that social capital plays a crucial role in resource mobilization, particularly through volunteerism, trust, and partnerships, which collectively enhance the organization's sustainability and operational capacity.

4.4 Inferential Statistical Analysis Results

4.4.1 Pearson Correlation Coefficient

The correlation analysis in Table 4.12 reveals key relationships among trust, social network diversity, civic engagement, and resource mobilization. A moderate positive and statistically significant relationship exists between trust and civic engagement ($r = 0.3935$, $p = 0.0107$), indicating that higher levels of trust are associated with greater civic participation. Similarly, networks and civic engagement show a moderate positive correlation ($r = 0.3309$, $p = 0.0249$),

suggesting that stronger social networks contribute to increased civic involvement. Additionally, civic engagement and resource mobilization have a moderate positive and significant correlation ($r = 0.4814$, $p = 0.0179$), meaning that greater civic engagement is linked to improved resource mobilization outcomes.

However, some relationships were found to be statistically insignificant ($p > 0.05$), indicating no strong linear association. The correlation between trust and networks ($r = 0.3671$, $p = 0.6422$) was weak and not statistically significant, suggesting that trust does not necessarily lead to stronger networks in this dataset. Similarly, while trust and resource mobilization had a moderate correlation ($r = 0.4780$), the high p -value of 0.6056 suggests that this relationship is not significant. Likewise, the correlation between networks and resource mobilization ($r = 0.3868$, $p = 0.9714$) was also found to be weak and statistically insignificant.

These findings highlight the critical role of civic engagement in enhancing resource mobilization, as it is significantly correlated with both trust and networks, while also being a key predictor of resource mobilization. In contrast, trust and networks do not appear to have a direct impact on resource mobilization but may influence them indirectly through their effect on civic engagement. Strengthening civic participation initiatives could therefore be an effective strategy for improving social capital within communities.

Table 4.12 Correlation Matrix

Variables	Trust	Networks	Civic Engagement
Trust			
(r)	1.000		
(p) Sig. (2 tailed)	0		
Networks			
(r)	0.3671	1.000	
(p) (2 tailed)	0.6422	0	
Civic Engagement			
(r)	0.3935	0.3309	1.000
(p) Sig. (2 tailed)	0.0107	0.0249	0
Resource Mobilization			
(r)	0.4780	0.3868	0.4814
(p) Sig. (2 tailed)	0.6056	0.9714	0.0179

Correlation is significant at the 0.05 level (2-tailed)

Source: Primary Data (2025)

4.4.2 Trust and Resource Mobilization

The study used Pearson Correlation Coefficient to determine the relationship between trust and resource mobilization for CBOs in Kibera, Kenya. The results were as shown in table 4.12.

Table 4.13: Trust and Resource Mobilization

Variable	Resource Mobilization	
Trust	Pearson Correlation	0.4355
	Sig. (2-Tailed)	0.1429
	n	204
Correlation is not statistically significant at the 0.05 level (2-tailed)		

Source: Primary Data (2025)

The results in Table 4.13 indicate a moderate positive correlation ($r = 0.4355$) between trust among members and the organization's ability to secure external funding, suggesting that increased trust may contribute to better funding outcomes. However, the t-test results show no statistically significant difference between the two variables ($p > 0.05$), meaning trust and funding ability are perceived similarly, but trust alone may not be a decisive factor. While trust appears beneficial, the data does not provide strong enough evidence to confirm a significant impact on securing external funding.

4.4.3 Civic Engagement and Resource Mobilization

The study employed the Pearson Correlation Coefficient to assess the strength and significance of the relationship between civic engagement and the ability of Community-Based Organizations (CBOs) to mobilize resources. The findings, as presented in Table 4.14, provide valuable insights into how civic engagement influences resource mobilization and organizational sustainability.

Table 4.14: Civic Engagement and Resource Mobilization

Variable	Resource Mobilization	
Civic Engagement	Pearson Correlation	0.4136
	Sig. (2-Tailed)	0.0089
	n	204
Correlation is statistically significant at the 0.05 level (2-tailed)		

Source: Primary Data (2025)

The results in Table 4.14 indicate a moderate positive correlation ($r = 0.4136$) between member participation and increased volunteer contributions, suggesting that higher engagement levels may encourage more volunteer efforts. The t-test results show a statistically significant difference between the two variables ($p < 0.05$), indicating that member participation has a meaningful impact on volunteer contributions. However, the observed variance suggests some differences in how participation and volunteerism are perceived, implying that while participation is a key driver, other factors may also influence volunteer contributions within the organization.

4.4.4 Social Network Diversity and Resource Mobilization

The study employed the Pearson Correlation Coefficient to assess the strength and significance of the relationship between social networks diversity and the ability of Community-Based Organizations (CBOs) to mobilize resources. The findings, as presented in Table 4.11, provide valuable insights into how social connections influence resource acquisition and organizational sustainability.

Table 4.15: Social Network Diversity and Resource Mobilization

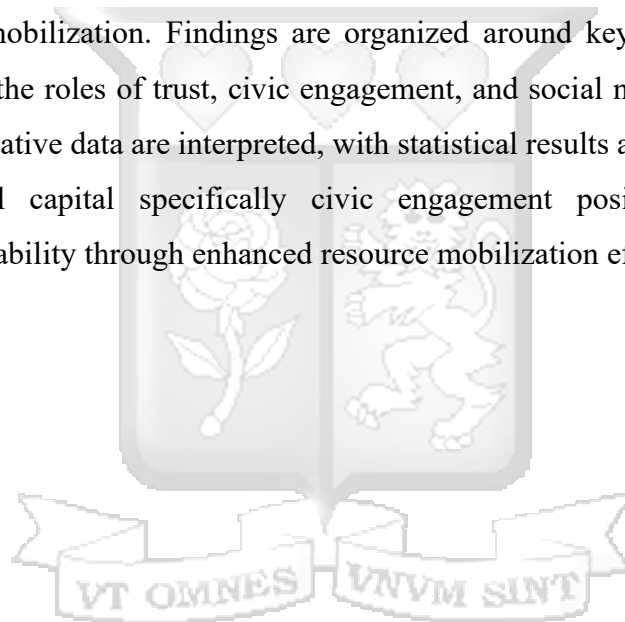
Variable	Resource Mobilization	
Social Networks	Pearson Correlation	0.2843
	Sig. (2-Tailed)	0.0012
	n	204
Correlation is statistically significant at the 0.05 level (2-tailed)		

Source: Primary Data (2025)

The results in Table 4.15 indicate a weak to moderate positive correlation ($r = 0.2843$) between strong social networks diversity and the organization's ability to mobilize resources, suggesting that social connections may facilitate resource acquisition. The t-test results show a statistically significant difference between the two variables ($p < 0.05$), indicating that social networks have a meaningful impact on resource mobilization. However, the relatively low correlation suggests that while social networks play a role, other factors may also contribute to resource mobilization.

4.5 Chapter Summary

This chapter analyzes data collected from CBOs in Kibera, focusing on how social capital influences resource mobilization. Findings are organized around key study objectives and themes, emphasizing the roles of trust, civic engagement, and social network diversity. Both quantitative and qualitative data are interpreted, with statistical results and respondent insights revealing that social capital specifically civic engagement positively contributes to organizational sustainability through enhanced resource mobilization efforts.



CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the key findings of the study, draws conclusions based on the findings, and provides recommendations for policy, practice, and further research. The chapter is structured into summary findings, conclusions, recommendations, limitations of the study, and suggestions for future research.

5.2 Summary of Findings

This study explored the contribution of social capital to enhancing resource mobilization within Community-Based Organizations (CBOs) in Kibera, Kenya, with Social Capital Theory and Resource Mobilization Theory (RMT) serving as foundations for analytical frameworks. The study sought to find out the impacts of various elements of social capital i.e., trust, civic engagement, and network diversity on the capacity of CBOs to mobilize both financial and non-financial resources essential for their operational efficacy and sustainability.

The findings of the study show that social capital plays a major role in the mobilization of resources in CBOs. Trust was found to enhance cooperation among the members and external stakeholders, leading to collective action and resource-sharing. Civic engagement offers access to information, partnership, and funding from local and global donors. Network diversity such as shared values and norms reinforces commitment among the members and ensures sustainability of the organizations in the long term.

Empirical results from the research indicate that well-connected CBOs with dense levels of external linkages are more successful in resource mobilization compared to CBOs with poor social connections. Additionally, CBOs that are actively engaged in community engagement and collaborative initiatives have more access to resources. However, overdependence on donor funds, inadequate financial management capacities, and weak governance structures were cited as obstacles to successful resource mobilization.

The research concludes that it is possible to significantly improve resource mobilization among CBOs in resource-scarce contexts like Kibera by enhancing social capital through improved networking, capacity development, and governance reforms. Partnerships with government and non-government agencies, transparency in operations, and building confidence in the community can also strengthen the sustainability of such organizations. These findings contribute to the social capital and resource mobilization literature by providing empirical proof of the mechanisms through which CBOs leverage social networks to obtain key resources. Policy interventions are proposed to enable the formation of social capital and institutional capacity to ensure the long-term viability of CBOs.

5.3 Discussion of Findings

5.3.1 Influence of Trust on Resource Mobilization

The findings of this study provide significant insights into the role of trust in enhancing resource mobilization among Community-Based Organizations (CBOs) in Kibera. While the correlation analysis revealed a moderate positive relationship between trust and resource mobilization ($r = 0.4355$), the association was not statistically significant ($p > 0.05$). Nonetheless, respondents strongly affirmed the importance of trust, as reflected by the high mean scores for statements such as "Trust among members has improved our ability to secure external funding" (Mean = 3.94, SD = 0.67) and "Transparency in financial management" (Mean = 3.86, SD = 0.66).

These findings reinforce earlier research by Putnam (1993), who argued that trust and reciprocity strengthen social bonds and foster collective action. Furthermore, Fukuyama (1995) emphasized that high-trust environments enhance economic cooperation and facilitate successful financial transactions. Coleman's (1988) social capital theory also supports this view, suggesting that trust creates a sense of obligation and shared norms within networks, which encourages member participation and volunteerism.

Although trust alone may not be a sufficient determinant of sustainable resource mobilization, it plays a foundational role in building organizational credibility and transparency. Its effectiveness is significantly enhanced when combined with other dimensions of social capital, such as civic engagement and networks. This finding aligns with Granovetter's (1973) theory

on the strength of weak ties, which underscores that internal cohesion through trust is most impactful when it facilitates broader network linkages and community engagement.

5.3.2 Impact of Civic Engagement on Resource Mobilization

Civic engagement emerged as the most influential dimension of social capital in this study, exhibiting a moderate and statistically significant positive correlation with resource mobilization ($r = 0.4136$, $p < 0.05$). CBOs that demonstrated active involvement in advocacy and community development were better positioned to attract financial and material resources. This was evidenced by high agreement with statements such as "The organization engages in advocacy for community welfare" (Mean = 4.15, SD = 0.69) and "Members actively participate in community projects" (Mean = 4.11, SD = 0.57).

These findings align with the assertions of Woolcock and Narayan (2000), who emphasized the transformative potential of civic engagement in enhancing social capital and access to resources. They also corroborate Resource Mobilization Theory (McCarthy & Zald, 1977), which posits that collective action and organized efforts are key to attracting external support. The active involvement of CBOs in local governance and policy advocacy not only enhances their visibility but also builds stakeholder trust, facilitating resource inflows from donors, public institutions, and private entities.

Moreover, civic engagement fosters collaboration and knowledge-sharing among organizations, supporting Network Theory arguments that robust community participation improves the diffusion of ideas and resources. Volunteerism, as an aspect of civic engagement, also plays a critical role in mobilizing human capital and sustaining operations. This demonstrates the value of grassroots involvement and the need for CBOs to strengthen civic participation to achieve long-term development outcomes.

5.3.3 Role of Social Networks Diversity in Enhancing Resource Mobilization

The study also highlighted the strategic importance of social network diversity in resource mobilization. Although the correlation between social network diversity and resource mobilization was weak to moderate ($r = 0.2843$) yet statistically significant ($p < 0.05$), qualitative responses underscored the critical role of both bonding and bridging social capital

in securing resources. Statements such as "The organization collaborates effectively with other CBOs" (Mean = 4.04, SD = 0.45) and "Partnerships with donors or funders are strong and sustained" (Mean = 3.91, SD = 0.61) emphasize the relevance of inter-organizational cooperation and external linkages.

This resonates with Burt's (2000) structural holes theory, which suggests that organizations with diverse and non-redundant connections are better positioned to access varied resource streams. Bridging capital with NGOs and government agencies facilitates access to external funding and technical expertise, while bonding capital supports local resource mobilization through trust-based relationships with community members.

Granovetter's (1983) theory of embeddedness supports this by illustrating how community ties can enhance the credibility and functionality of CBOs, promoting trust-based exchanges. Similarly, Nahapiet and Ghoshal (1998) argue that social capital contributes to knowledge-sharing and innovation, both of which are essential for long-term organizational sustainability.

While networks alone may not guarantee successful mobilization, their strength lies in their capacity to foster collaboration, increase legitimacy, and attract donor engagement. The strategic utilization of diverse networks through partnerships, donor engagement, and cooperative initiatives remains essential in improving financial stability and institutional resilience.

5.4 Conclusions

Based on the specific objectives of the study, it is evident that social capital significantly influences resource mobilization among Community-Based Organizations (CBOs) in Kibera, thereby shaping their sustainability and effectiveness.

First, regarding the influence of trust, the findings indicated a moderate but statistically insignificant correlation. However, qualitative responses emphasized that trust enhances organizational credibility, fosters transparency, and builds lasting relationships with donors, partners, and community members, factors that are essential for attracting financial and material support.

Secondly, examining the effect of civic engagement, the study found a statistically significant positive correlation with resource mobilization. Active community participation, advocacy, and volunteerism emerged as powerful drivers of resource access, improving governance, visibility, and stakeholder confidence in CBOs.

Thirdly, concerning the influence of social network diversity, the study found a weak to moderate but statistically significant relationship. Diverse internal and external networks enable CBOs to connect with multiple stakeholders, access funding opportunities, gain technical expertise, and build strategic collaborations that enhance operational resilience.

Overall, the combination of trust, civic engagement, and social network diversity forms a strong foundation for sustainable resource mobilization. By effectively leveraging these dimensions of social capital, CBOs can overcome resource limitations, improve service delivery, and foster long-term community development within informal settlements like Kibera.

5.5 Recommendations

This section presents recommendations derived from the study's findings and contributions. The recommendations are categorized based on policy, managerial, and theoretical perspectives to guide key CBOs stakeholders, policymakers, and development partners in strengthening social capital to improve resource mobilization.

5.5.1 Managerial Contributions

To enhance their resource mobilization capacity and long-term sustainability, CBOs should consider the following managerial strategies:

Strengthening internal governance structures by establishing clear leadership roles, implementing robust financial oversight mechanisms, and formalizing decision-making procedures. Such measures will increase transparency, reinforce trust among stakeholders, and enhance credibility in the eyes of potential donors.

Expand strategic networks by actively pursuing collaborations with NGOs, government entities, private sector actors, and international partners. Participation in forums, coalitions, and joint ventures will improve visibility and diversify funding sources.

Promote civic engagement by encouraging community participation in policy advocacy, local forums, and social awareness initiatives. Active involvement in public discourse enhances legitimacy, builds community ownership, and attracts wider support from stakeholders.

Invest in capacity-building through targeted training in financial management, grant proposal writing, monitoring and evaluation, and strategic planning. Empowering staff and volunteers with these skills will improve project implementation and overall organizational resilience.

5.5.2 Policy Contribution

To create an enabling environment for grassroots resource mobilization, policymakers should:

Design inclusive policies and funding mechanisms that support community-led initiatives. This includes tax incentives for donors, government-endorsed grant schemes, and simplified access to public funding for CBOs operating in informal settlements.

Institutionalize partnerships between CBOs and public institutions by integrating them into local and national development frameworks. Leveraging the local legitimacy and reach of CBOs can enhance service delivery and promote community-driven development.

Facilitate training on social capital development through public-sponsored programs that focus on trust-building, network formation, and civic participation. Supporting local leaders with practical knowledge and tools will strengthen the operational capacity of CBOs.

5.5.3 Theoretical Contribution

From a theoretical perspective, this study affirms the importance of social capital particularly trust, civic engagement, and network diversity in effective resource mobilization. Accordingly, donors and development partners should:

Prioritize support for CBOs that exhibit strong social capital indicators such as transparent governance, community participation, and strategic alliances. Long-term and flexible funding models such as multi-year grants will provide stability and facilitate sustainable programming.

Support knowledge transfer and technical assistance by offering mentorship, leadership development, and organizational training programs. This will enhance internal capacities and help operationalize the theoretical frameworks of social capital within CBO settings.

Encourage cross-sector collaboration by acting as conveners between CBOs, public institutions, and private entities. These partnerships can foster innovation, amplify resource flows, and translate theory into practice by building high-trust, high-impact ecosystems for community development.

5.6 Limitations of the Study and Suggestions for Future Research

Despite its contributions, this study has certain limitations. Firstly, it focused exclusively on CBOs in Kibera, which may limit the generalizability of the findings to other informal settlements or regions with different socio-economic and institutional contexts. Future studies could explore similar dynamics in diverse geographical settings to validate and expand upon these findings.

Secondly, the cross-sectional research design captures social capital and resource mobilization at a single point in time. This approach does not account for long-term changes or evolving trends in social capital development and its impact on resource mobilization. A longitudinal study would provide a more comprehensive understanding of these dynamics over time.

Lastly, the study relies on self-reported data, which may be subject to response bias. Participants may have overestimated or underestimated their resource mobilization efforts due to social desirability, memory recall limitations, or subjective perceptions. Incorporating triangulated data from financial records, stakeholder interviews, and independent assessments could enhance the robustness of future research.

To build on the findings of this study, several areas for further research are recommended:

Longitudinal Analysis: Future studies could adopt a longitudinal approach to examine how social capital evolves and its long-term impact on resource mobilization. This would provide

insights into how trust, networks, and civic engagement develop over time and influence the sustainability of CBOs.

Comparative Studies Across Different Informal Settlements: Conducting comparative research across multiple informal settlements in Kenya or other regions would offer broader insights into the role of social capital in resource mobilization. Such studies could help identify best practices and contextual variations in how CBOs leverage social capital.

The Role of Digital Social Networks and Technology: Exploring the influence of digital platforms, social media, and technology-driven innovations on resource mobilization could provide valuable insights into modern strategies for CBOs. Digital networking has the potential to expand funding opportunities, facilitate knowledge sharing, and enhance visibility among donors and development partners.

Institutional and Policy Support Mechanisms: Further research could investigate how institutional frameworks and government policies influence the ability of CBOs to harness social capital for resource mobilization. Understanding the regulatory and policy environment could help in designing supportive interventions for grassroots organizations.

5.7 Chapter Summary

This chapter presented a discussion of the key findings, conclusions, and practical recommendations based on the study's objectives. It reaffirmed that social capital plays a significant role in enhancing resource mobilization among Community-Based Organizations (CBOs) in Kibera. Specifically, civic engagement emerged as the most influential factor, demonstrating a statistically significant positive correlation with resource mobilization. Trust and social network diversity also showed positive associations, though trust was not statistically significant. The chapter concluded that while each dimension of social capital contributes uniquely, a combined strategy that enhances civic engagement, strengthens inter-organizational networks, and builds trust can greatly improve CBOs' resource mobilization capacity. Limitations of the study were acknowledged, and suggestions for future longitudinal and comparative research were provided to deepen understanding of social capital's role in similar contexts.

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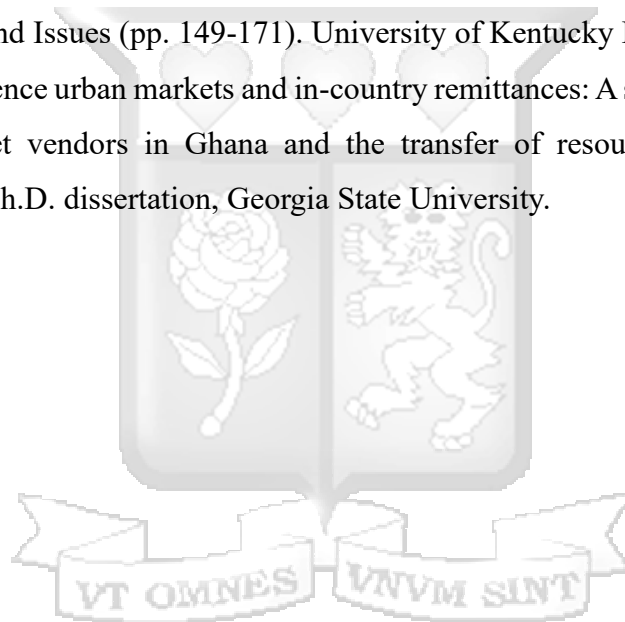
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APPENDICES:

APPENDIX 1: LETTER OF INTRODUCTION

Ole Sangale Rd, Madaraka Estate,
P.O Box 59857 00200, Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SBSKenya
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



18th September 2024

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – OMOLLO, EVANS OKOTH

This is to introduce Omollo, Evans Okoth who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/092937. As part of our MCOM Program, Evans is expected to do applied research and undertake a project. This is in partial fulfillment of the requirements of the MCOM course. To this effect, Evans would like to request appropriate data from your organization.

Evans is undertaking a research paper on **“THE INFLUENCE OF SOCIAL CAPITAL ON RESOURCE MOBILIZATION AMONG COMMUNITY-BASED ORGANIZATIONS IN KIBERA, KENYA.”** The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Program seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Njoki Kiagiri'.

Njoki Kiagiri
Manager – Graduate Programmes Strathmore University Business School.

Strathmore Business School is a Proud member of:



APPENDIX 2: RESEARCH QUESTIONNAIRE

Research Questionnaire for CBO Officials and Members

This questionnaire aims to gather data on the influence of social capital on resource mobilization among community-based organizations (CBOs) in Kibera, Nairobi County. The data will solely be used for this study, and your responses will be handled with strict confidentiality.

Instructions: For each of the questions, please put a tick ✓ in the appropriate box or write your answer in the specified blank space.

Likert Scale Rating (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5).

SECTION A: DEMOGRAPHIC INFORMATION

Instructions: For each of the questions, please put a tick ✓ in the appropriate box or write your answer in the specified blank space.

To gather participant background data.

1. Name of your organization: _____

2. Gender:

Male

Female

3. Age:

18-24 years

25-34 years

35-45 years

46-59 years

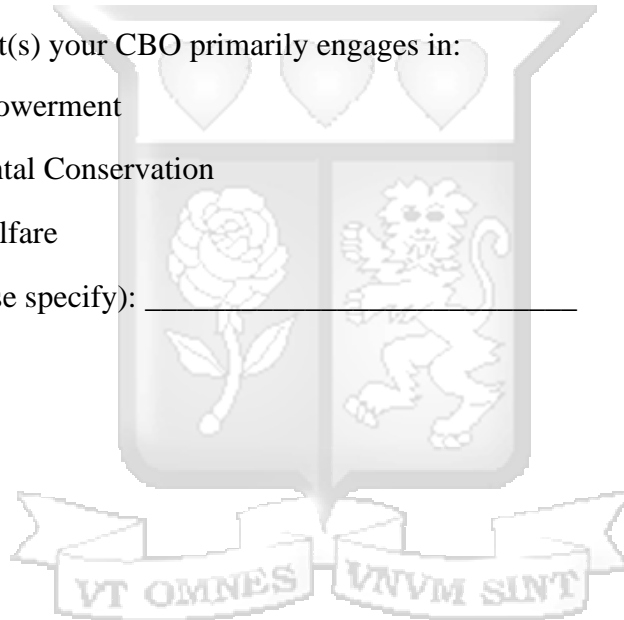
Above 60 years

4. Highest education level:

Primary

Secondary

- University
- Tertiary
- 5. Position in the CBO:
 - CBO Official
 - CBO Member
- 6. Duration of service in the CBO:
 - Below 1 year
 - 2-4 years
 - 5-10 years
 - Over 10 years
- 7. Type of project(s) your CBO primarily engages in:
 - Youth Empowerment
 - Environmental Conservation
 - Women Welfare
 - Other (please specify): _____



SECTION B: TRUST

Instructions: For each of the questions, please put a tick ✓ in the appropriate box or write your answer in the specified blank space.

The following statements are linked to Trust. Please indicate the extent to which you agree with the following statements on a scale of 1-5.

Where: (Strongly Disagree=1, Disagree=2, Neutral =3, Agree=4, Strongly Agree=5).

To assess the level of trust within the organization and its impact on resource mobilization.

Statements	1	2	3	4	5
8. Members of this organization trust one another completely.					
9. Leadership in this organization is transparent and trustworthy.					
10. There is mutual trust between this organization and its partners.					
11. Members can rely on each other during crises.					
12. Financial management within the organization is handled transparently.					
13. Trust among members has improved the organization’s ability to secure external funding.					

SECTION C: SOCIAL NETWORK DIVERSITY

Instructions: For each of the questions, please put a tick ✓ in the appropriate box or write your answer in the specified blank space.

The following statements are linked to Networks. Please indicate the extent to which you agree with the following statements on a scale of 1-5.

Where: (Strongly Disagree=1, Disagree=2, Neutral =3, Agree=4, Strongly Agree=5).

To evaluate the effect of social networks in resource mobilization.

Statements	1	2	3	4	5
14. This organization has a wide range of local connections.					
15. The organization collaborates effectively with other CBOs.					
16. Members regularly interact with government officials to further goals.					
17. Networking activities have contributed significantly to resource mobilization.					
18. Partnerships with donors or funders are strong and sustained.					
19. Collaboration within networks has resulted in successful projects.					

SECTION D: CIVIC ENGAGEMENT

Instructions: For each of the questions, please put a tick \surd in the appropriate box or write your answer in the specified blank space.

The following statements are linked to Civic engagement. Please indicate the extent to which you agree with the following statements on a scale of 1-5. Where: (Strongly Disagree=1, Disagree=2, Neutral =3, Agree=4, Strongly Agree=5).

To analyze the impact of civic engagement on resource mobilization.

Statements	1	2	3	4	5
20. Members actively participate in community projects.					
21. Volunteerism is highly encouraged and practiced within this organization.					
22. The organization engages in advocacy for community welfare.					
23. Members participate in local governance or decision-making forums.					
24. Civic engagement efforts have led to increased resource mobilization.					
25. Community members are consulted about the organization's activities.					

SECTION E: SOCIAL CAPITAL INFLUENCE ON RESOURCE MOBILIZATION

Instructions: For each of the questions, please put a tick in the appropriate box or write your answer in the specified blank space.

The following statements are linked to the Outcomes of social capital on resource mobilization. Please indicate the extent to which you agree with the following statements on a scale of 1-5.

Where: (Strongly Disagree=1, Disagree=2, Neutral =3, Agree=4, Strongly Agree=5).

To measure the outcomes of social capital on resource mobilization.

Statements	1	2	3	4	5
26. This organization has mobilized financial resources due to strong social networks.					
27. Trust among members has improved the organization’s ability to secure external funding.					
28. Partnerships have led to resource-sharing opportunities.					
29. Member participation has resulted in more volunteer contributions.					
30. Resource mobilization due to social capital has enhanced organizational sustainability.					

Thank you for your participation! Your input is highly valued and will contribute to the success of this research.

APPENDIX 3: COMMUNITY-BASED ORGANIZATIONS LISTING

No.	Name_of_the_sub_county	Name_of_the_ward	Name_of_the_village	Name_of_the_Community_Organization_Group	Project Category
1	Kibera	Sarang'ombe	Soweto	Soweto women group	Women Empowerment
2	Kibera	Laini saba	Laini saba	The gate (greatest achievement through excellence)	Youth Empowerment
3	Kibera	Laini saba	Laini saba	Kica Creative Youth Group	Youth Empowerment
4	Kibera	Sarang'ombe	Gatwekera	Gera ageri group	Youth Empowerment
5	Kibera	Makina	Makina	Caribbean Youth group	Youth Empowerment
6	Kibera	Sarangombe	Kianda	Neighbors women group	Women Empowerment
7	Kibera	Sarangombe	Gatwekera	Jack has ratego	Youth Empowerment
8	Kibera	Sarangombe	Kianda	Walakolo waste pickers	Environmental Conservation
9	Kibera	Sarangombe	Kianda	Great ladies	Women Empowerment
10	Kibera	Sarangombe	Kianda	Kianda bombololo cbo	Youth Empowerment
11	Kibera	Sarangombe	Kianda	Hands are not equal(HANE)	Youth Empowerment
12	Kibera	Lindi	Lindi	Bangalore youth group	Youth Empowerment
13	Kibera	Sarangombe	Katwekera	Jomwamu	Youth Empowerment
14	Kibera	Lainisaba	Mashimoni	Vitinie self help group	Youth Empowerment
15	Kibera	Sarangombe	Soweto	Upendo group	Women Empowerment
16	Kibera	Sarangombe	Soweto west	Whiter supporters group	Youth Empowerment
17	Kibera	Lindi	Lindi	Amani kibra	Youth Empowerment
18	Kibera	Sarangombe	Pefa Church	Nicofeli youth centre	Youth Empowerment
19	Kibera	Lainisaba	Mashimoni	Reformers Against Drugs And Crime	Youth Empowerment
20	Kibera	Sarangombe	Gatwekera	Jasho Letu Group	Youth Empowerment
21	Kibera	Sarangombe	Olympic	Kibera Mazingira Community Champion	Environmental Conservation
22	Kibera	Lainisaba	Mashimoni	Chronicles	Youth Empowerment
23	Kibera	Lindi	Lindi	Comrades Help Group	Youth Empowerment

24	Kibera	Lindi	Lindi	Mustach Youth Group	Youth Empowerment
25	Kibera	Lindi	Lindi	K14Self Help Group	Youth Empowerment
26	Kibera	Lindi	Lindi	Thiamine self help group	Youth Empowerment
27	Kibera	Sarangombe	Kianda 42	Tujikaze Self Help Group	Women Empowerment
28	Kibera	Sarangombe	Kianda	3D Bridge Youth Group	Youth Empowerment
29	Kibera	Sarangombe	Gatwekera	SHOSWE	Women Empowerment
30	Kibera	Lindi		68Self Help Group	Youth Empowerment
31	Kibera	Lainisaba	Mashimoni	Adams Assembly Church Self Help Group	Youth Empowerment
32	Kibera	Lindi	Lindi	Expendables Youth Group	Youth Empowerment
33	Kibera	Sarangombe	Kianda	Wababaz Youth Group	Youth Empowerment
34	Kibera	Kibra	Lainizq	Pesa mkononi self help group	Women Empowerment
35	Kibera	Sarangombe	Kianda	The guiding light cbo	Youth Empowerment
36	Kibera			Beyond the scar	Women Empowerment
37	Kibera	Makina	Makina	Nifa girls group	Women Empowerment
38	Kibera	Makina	Makina	Brazil sounds paulo self help	Youth Empowerment
39	Kibera	Sarangombe	Gatwekera	Novela	Women Empowerment
40	Kibera	Sarangombe	Kianda	42 dreams self-help group	Youth Empowerment
41	Kibera	Makina	Makina	Bams ahead self-help group	Youth Empowerment
42	Kibera	Sarangombe	Gatwekera	Obama women group	Women Empowerment
43	Kibera	Sarangombe	Kianda	Pamoja tujinue	Women Empowerment
44	Kibera	Sarangombe	Kianda	8hoodmusic	Youth Empowerment
45	Kibera	Laini saba	Laini saba	Makutano group	Youth Empowerment
46	Kibera	Sarangombe	Kianda	Denco movers	Youth Empowerment
47	Kibera	Sarangombe	Olympic	Makuti2020	Youth Empowerment
48	Kibera	Sarangombe	Kianda	Maestro youth group	Youth Empowerment
49	Kibera	Lindi	Lindi	Black burn youth group	Youth Empowerment
50	Kibera	Sarangombe	Gatwekera	Udaku sacco	Youth Empowerment

51	Kibera	Lindi	Lindi	Inclusive hope foundation	Youth Empowerment
52	Kibera	Makina	Makina	Fatu Ras youth group	Youth Empowerment
53	Kibera	Sarang'ombe	Gatwekera	Art 360 kibera	Youth Empowerment
54	Kibera	Sarang'ombe	Olympic	Bridge Stone	Youth Empowerment
55	Kibera	Sarang'ombe	Olympic	Power women Group	Women Empowerment
56	Kibera	Laini Saba	Mashimoni	ENOK Youth Group Family Health option of kenya	Youth Empowerment
57	Kibera	Sarang'ombe	Gatwekera	Inua Majirani	Youth Empowerment
58	Kibera	Makina	DC	Mizuka youth group	Youth Empowerment
59	Kibera	Makina	Makina	Uptown Youth Group	Youth Empowerment
60	Kibera	Laini saba	Laini Saba	Wikwatyo	Youth Empowerment
61	Kibera	Laini saba	Laini Saba	Voice Of Africa Self Help Group	Youth Empowerment
62	Kibera	Sarangombe	Kianda	Maasai Mbili Artist Collective	Youth Empowerment
63	Kibera	Sarangombe	Kianda	Ji-Undeni Self Help Group	Youth Empowerment
64	Kibera	Sarangombe	Gatwekera	Nyakach Self Help Group	Youth Empowerment
65	Kibera	Sarangombe	Gatwekera	Maendeleo Moyie	Youth Empowerment
66	Kibera	Sarangombe	Gatwekera	AWOCHE	Youth Empowerment
67	Kibera	Sarangombe	Katwekera	Katwekera Tosha Bio-Centre	Environmental Conservation
68	Kibera	Sarangombe	Gatwekera	Sacred Heart	Women Empowerment
69	Kibera	Sarangombe	Olympic	Olympic calvary temple (Church)	Youth Empowerment
70	Kibera	Sarangombe	Kianda 42	Utamaduni Self Help	Youth Empowerment
71	Kibera	Sarangombe	Olympic	Kibra community emergency response team	Youth Empowerment
72	Kibera	Sarangombe	Katwekera	Toshiba Katwekera	Youth Empowerment
73	Kibera	Makina	Makongeni	Wellness of Hope	Youth Empowerment
74	Kibera	Laini Saba	Mashimoni	Riziki Source	Youth Empowerment
75	Kibera	Makina	Makongeni	Mazingira Women	Environmental Conservation
76	Kibera	Laini saba	Mashimoni	Zawadi self-help group	Youth Empowerment
77	Kibera	Sarangombe	Kianda	Level 4 Women Group	Women Empowerment

78	Kibera	Laini saba	Mashimoni	Big screen B	Youth Empowerment
79	Kibera	Sarangombe	Kianda	Nguvu Mojaa	Youth Empowerment
80	Kibera	Lindi	Lindi	Game changers	Youth Empowerment
81	Kibera	Makina	Kambi	Young Tusk	Youth Empowerment
82	Kibera	Laini saba	Laini saba	Pink hearts	Women Empowerment
83	Kibera	Mugumoini	Raila	Magira Self Help Group	Youth Empowerment
84	Kibera	Lindi	Lindi	Zuri umoja (women empowerment)	Women Empowerment
85	Kibera	Lindi ward	Lindi village	Street theatre family	Youth Empowerment
86	Kibera	Sarangombe	Olympic	Wachembaji	Youth Empowerment
87	Kibera	Makina	Makina	Green Hart	Environmental Conservation
88	Kibera	Lindi	Lindi	Maisha foundation	Youth Empowerment
89	Kibera	Makina	Kambi Muru	Kijana na Mazingira	Environmental Conservation
90	Kibera	Sarangombe	Kianza	Kibra waste pickers	Environmental Conservation
91	Kibera	Sarangombe	Olympic	Feminist for Peace, Right and Justice Centre	Women Empowerment
92	Kibera	Makina	Salama	Whispers Champions Youth Initiative (CBO)	Youth Empowerment
93	Kibera	Woodly	Woodly 42	Jam+Park CBO	Youth Empowerment
94	Kibera	Makina	Dc	Makina ushirika usafi na maendeleo	Environmental Conservation
95	Kibera	Laini saba	Kibra	Wangwana wazalendo	Youth Empowerment
96	Kibera	Kibra	Gogo	Gogo bridge	Environmental Conservation
97	Kibera	Sarangombe	Gatwekera	Mtaa safi intiave	Environmental Conservation
98	Kibera	Sarangombe/laini saba	Fort Jesus	The Community Mappers	Youth Empowerment
99	Kibera	Makina	Karanja	Salama youth group	Youth Empowerment
100	Kibera	Makina	Toi	Agape Hope for Kibera Community Based Organization	Youth Empowerment
101	Kibera	Laini saba	Laini saba	Women youth group	Women Empowerment
102	Kibera	Lindi	Lindi	Huit fambo dance group	Youth Empowerment

103	Kibera	Sarangombe	Gatwekera	Riverside women group	Women Empowerment
104	Kibera	Sarangombe	Kianda	Foundation of hope	Youth Empowerment
105	Kibera	Sarangombe	Soweto	Alege kendgi women group	Women Empowerment
106	Kibera	Sarangombe	Gatwikera	Soje	Youth Empowerment
107	Kibera	Makina	Makina	Hope Beyond Hope	Youth Empowerment
108	Kibera	Kibra	Mashimoni	Agape women group	Women Empowerment

Source: National Community-Based Organization Council (NCBOC).



APPENDIX 4: LETTER OF ETHICAL APPROVAL



31st January 2025

Mr. Omollo Evans,
okoth.evans@strathmore.edu

Dear Mr Omollo,

RE: The Influence of Social Capital on Resource Mobilization Among Community- Based Organizations in Kibera, Kenya.

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2617/25**. The approval period is from **31st January 2025 to 30th January 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to SU- ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU- ISERC.


Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

**Mr. Ambrose Rachier,
Chairperson; SU-ISERC**

Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254
(0)703034000 Email admissions@strathmore.edu www.strathmore.edu

APPENDIX 5: NACOSTI RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 608068	Date of Issue: 11/February/2025
RESEARCH LICENSE	
	
This is to Certify that Mr.. Evans Okoth Omollo of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF SOCIAL CAPITAL ON RESOURCE MOBILIZATION AMONG COMMUNITY-BASED ORGANIZATIONS IN KIBERA, KENYA for the period ending : 11/February/2026.	
License No: NACOSTI/P/25/415830	
608068 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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See overleaf for conditions	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)

Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation (NACOSTI),
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